

The LUNCH ROOM
as a
MONEY MAKER

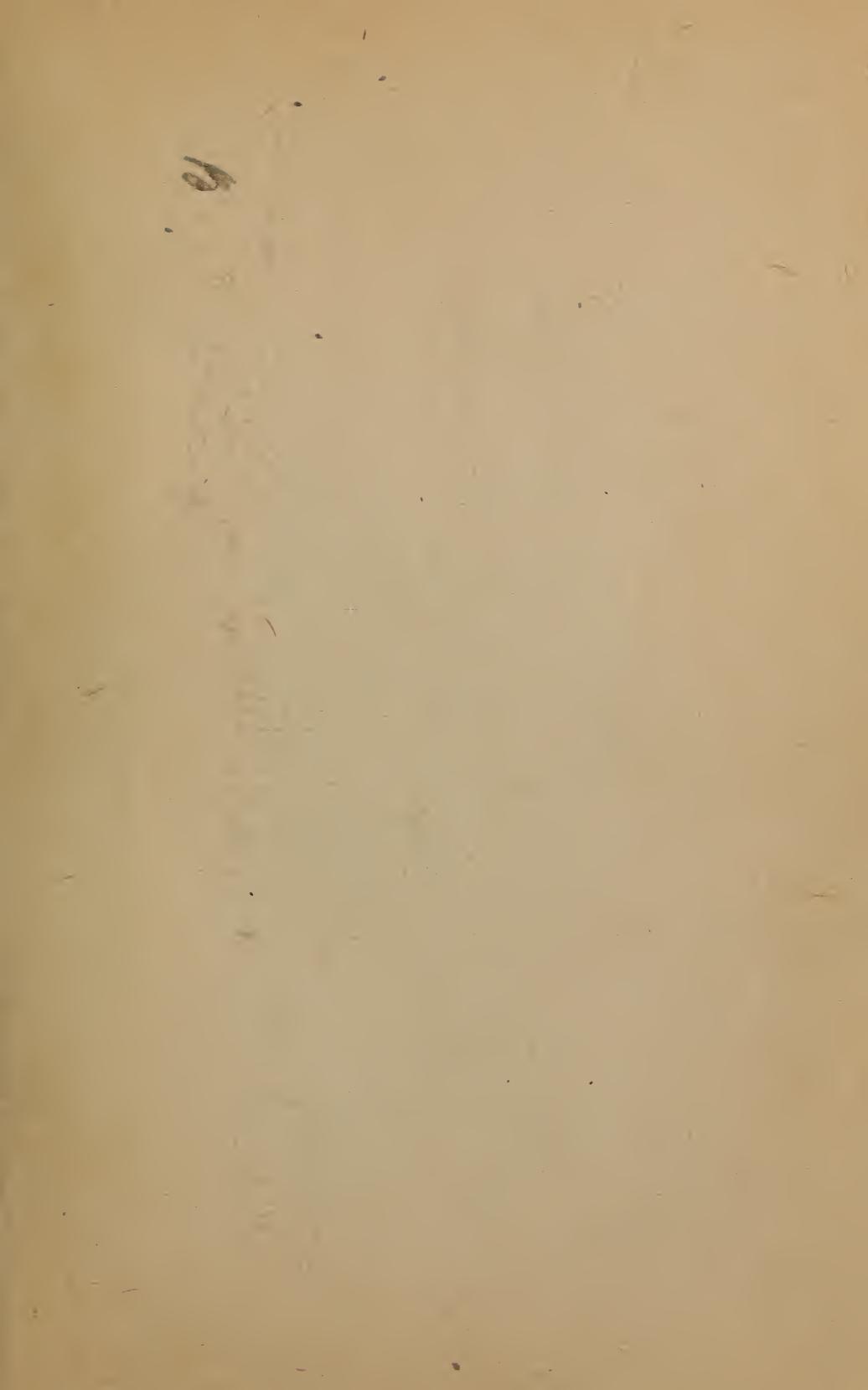


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The LUNCH ROOM
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MONEY MAKER

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Preface

No one can lay down absolute rules whereby every detail of lunch room operation is covered. Ones own personality and the multitudinous conditions confronting in varied localities are factors no book can cover. The experiences of those who have made lunch room successes, as well as examples of failures in this type of eating place, we believe will be found illuminating and valuable to those in this unit of the restaurant industry.

Although almost half the public eating places of America are of the lunch room type, yet little effort has been made in the way of literature covering lunch rooms.

This book is carefully compiled from every source possible where enlightening information was obtainable as to lunch room operating. It is intended to guide those already in the business or intending to do so. The various chapters are almost without exception the experiences of lunch room owners, treating of the various ways they have accomplished results. Nothing of this nature has ever before been attempted and we sincerely hope it will prove of value to the industry. While in every lunch room man's experience he is sure to have already solved some of the problems treated in this volume, we believe that the combined analysis of the lunch room business as worked out in the various chapters will prove worth while reading.

No one man can know it all, whether it be lunch rooms or anything else. The men who go the farthest

are those who study the other fellow's way of doing things and applying those ideas worth while. It is for just this purpose this volume is intended.

I take no credit as the author, believing a book of this kind will prove of more value with the various chapters written by actual experienced lunch room operators and recognized equipment engineers. We are indebted to the engineers of several of the leading equipment houses for data as well as the American Restaurant Magazine from which some matter is reproduced.

The Author.

The Lunch Room—A Popular Type of Eating Place

A survey of the lunch rooms in the United States indicates that there are almost twenty thousand enjoying a good credit rating, and probably ten thousand more smaller places. Approximately 44% of the public eating places of America are of the lunch room type, and this form of feeding is easily the leader in the restaurant industry. Of all types of eating establishments, the lunch room has been a consistent and steady money maker. The overhead, as for example the investment in equipment, furniture and fixtures, is lower than any other, being flexible enough to conform with the local conditions. In fact, many a profitable lunch room began with a good wife doing the cooking, with the husband handling the trade.

Not long ago, one of the owners of a high grade service restaurant, known from coast to coast, frankly told me that he actually made a greater profit on a twenty stool lunch room than he did from his magnificent eating palace. The secret of lunch room success is quick service. One of the most successful lunch room owners tells me he actually serves an average of 55 in every twenty-four hours from each stool. The tendency of the times is quick service.

People do not want to linger over their meals, for in these busy times, there is so much else to do. The war has changed the attitude of the public on this, and

the lunch room answers the need as the public want it. The prime réquisites of a lunch room success are location, attractive, neat appearance and good food reasonably priced. While this may sound trite, we can cite many lunch room failures, due entirely to the lack of observing these simple rules.

The owners of three of the biggest chain lunch rooms all agree that location is their most important problem. They invariably try to locate near office building districts, for office help as a rule are lunch room patrons. These men have pointed out that the busiest places where foot traffic is heaviest is not always desirable; in fact, they point out that just off the crowded main traffic, has proved better not only because of lower rents but because trade is actually greater in volume. Retail districts have not been found as desirable as commercial for obvious reasons.

The public judges an eating place by its general appearance, both the front and within. White as a predominating color is used by the most successful, as it creates an air of sanitation and cleanliness.

Many lunch rooms make a common error in having too large a space. This adds to the rental expense, and unless completely occupied and actual waiting guests are observed during rush hours, it is apparent that too much space is leased. In lunch rooms the time between serving and paying the check is only five or ten minutes. If your place is attractive enough, they will wait for a place.

Last but most important of all, work out a simple system of operating. Do not guess, do not buy hap-

hazard, do not leave important details to employees. Put your business on system, so that every night you will know where you stand.

Remember that in figuring your profits your investment must be figured. Bear in mind that in pricing your bill you must figure your rent, light, depreciations, etc. Do not base your prices on what your competitor is charging, but know yourself that your prices are fair to your trade with a reasonable profit to you.

To the lunch room owner who observes these simple rules, success is sure to crown his efforts for there is money in the lunch room if conducted with intelligence. Experience is not such a factor as good common sense.

One of the greatest successes we know is that of a woman bookkeeper who started a lunch room for girls. She knows nothing of cooking and never was in a restaurant except to eat. She has several places today and opens a new one every year, yet she still does not pretend to know about food preparation. She hires that and earns her profits as an executive.

The Lunch Room as a Money Maker

By H. C. NULMOOR

Of all the many types of restaurants the lunch room is, and indications are, will continue as the most popular form of serving food to the public. Although the lunch room is but one type of restaurant in several with which it widely differs, yet the lunch room itself is divided again into several types of service. For example, the popular Dairy Lunch varies considerably with the Business Lunch Room; both differ with the so-called Railroad Lunch Room more or less.

All, however, are fundamental in endeavoring to serve the public with good food at popular prices. Their menu is confined to but few meat dishes, but run strong to pastries, cereals, sandwiches, fruits, eggs and all food-stuffs prepared quickly or ready to serve.

The plans of lunch rooms vary somewhat, but the accepted method is to serve by having stools in front of the counters for those pressed for time, and tables filling the remaining space where patrons can be served. We do not refer to the arm chair service which type must be specially treated.

The success of a lunch room depends on the location, for while a person will walk blocks to reach a high-grade restaurant, famous perhaps for its food, the greatest reason for a lunch room is that it is convenient and reasonable in price. Serving food as it does to meet the slim purse it cannot go in for fancy dishes. So with limited variety there is scant opportunity to do

more than appeal to the passer-by. Thus the lunch room, to be successful, must locate where the crowds pass. There is perhaps no type of restaurant that serves either a greater variety of patrons or has more new faces appear every day.

In a lunch room as in every other eating place, cleanliness should be a religion. Positively nothing discourages digestion like dirt. A spotlessly clean place is the greatest advertisement and the biggest asset. How many lunch rooms we have inspected to find the counter boys in dirty aprons, the menu fly specked and soiled, the plates and set up spotted with food from another guest. Can you blame the patron for ordering lightly and never coming back?

Thank goodness there are many restaurant managers who have overcome this, particularly those operating chain restaurants, but there is not the slightest excuse for dirt and the progressive lunch room man today has found out that a clean sanitary lunch room costs less to keep clean daily than the expense of an occasional overhauling.

Non absorbent, washable walls, ceiling and floors give a place the air of cleanliness, eliminates odors and puts the patron in a mood to relish his meal all of which directly reflects in the lunch check.

There is a splendid opportunity to display tempting dishes back of the counter and a good manager can make this a powerful selling argument.

The best authorities agree that only a few dishes should be listed on the bill of fare, for there of course is the constant danger of "left overs." Many lunch room

owners have limited their dishes requiring preparation, but by attractive display converted the patron to sandwiches, pastry and fruits requiring practically no time to serve and incidentally getting the customer out quickly to make room for others.

The lunch room with twenty-four hours service has a great advantage over the higher grade restaurant for even though the rent is high, continuous service far more than offsets this. One owner, claims that 49 per cent of his receipts are at odd hours, not at regular meal time. There has been considerable discussion among hotel men about lunch rooms next door or near by drawing away their patrons. It strikes me as rather amusing that a lunch room man can make a profit on the hotel guest with only his lunch room to pay his rent, light, overhead, etc., while the hotel sells his patron a room, meals, cigars and gets pay for his wants in general. Certainly there should be no complaint from the hotel man if his lunch room neighbor serves his guest with what he wants and at a price the patron prefers to pay. The hotel man's best remedy is to start his own popular priced lunch room. Most of the traveling public prefers a light breakfast quickly served and as the evening meal is quite expensive, economy through the day on eating is the common practice.

Mr. F. J. Richards of Lincoln, Nebraska, one of the pioneers entering the lunch room business has this to say: "The lunch room must meet the requirements of the locality. Limit your bill of fare to ham, bacon and eggs, small steak, pork chops, a few vegetables, cereals, fruit, pastry, tea and coffee. Elaborate on this as much

as your trade justifies and no more. Satisfy yourself that your place is clean.

"The lunch room should be a place open at all hours; the more simple and nutritious foods and drinks are sold at reasonable cost on short notice. Satisfy yourself your place is clean, cooking good, though plain, good bread, pastry and coffee. A lunch room is a classless place. Social and financial differences are forgotten on a stool at a lunch counter. Bankers, merchants, professional men will climb on a stool at any time regardless of their neighbor being in the humbler walks of life and the laborer or mechanic will not keep out of the lunch room because the 'swells' do go there.

"Keep your lunch room open as many hours a day as possible, for you will find a surprising percentage of your receipts taken in between meals. I find that about 42% of our total lunch room receipts are taken in at other than what we call regular meal hours, and practically all of this at the counters, not at the tables."

There are many who eat at odd hours who would wait if the lunch room was not there inviting the patron to come in.

The public will not patronize a lunch room solely because it is cheaper, but when they find they can satisfy their appetite with well cooked food for about half what they are accustomed to paying in high class restaurants, they are glad to patronize it.

The Merchandising of Food

By FRANK G. BOTHWELL

National Secretary International Stewards Association

Address Given at the Hotel Show, Chicago

In preparing this article upon the subject of merchandising of food I was reluctant to do so, feeling that it was a matter of such vital importance in our business that it was doubtful if I could offer any tangible assistance. After carefully considering the matter I believe that possibly I may be able to point out some of the things which must be considered if you are to determine the actual cost of the different dishes served.

The present high cost of foodstuffs, and the constantly increasing demands of labor are such as to necessitate that selling price be determined along common-sense, scientific, business lines and not as you have done in years gone by, for you have felt that if your selling price was 100% on the food cost that it would not only take care of the overhead expense, but the profit as well—I concede that this has been true because, with the exception of a few instances, foodstuffs and labor have been in a practically normal condition, but they have changed, and today conditions are such that it is imperative that you pursue the policy of determining the actual cost of the foodstuffs, and add thereto the percentage of the overhead expense and profit. To illustrate—I will concede that a cup of coffee with the sugar and cream, in so far as the raw material is concerned, can be made for two and one-half cents per cup, but

when all of the overhead expense has been added, its actual cost is between six and seven cents per cup, and this holds good with every article on your bill of fare.

I sent a "Questionnaire," covering in a large measure most of the items which govern the cost of operation of your dining room, to upwards of 500 of the leading hotel and restaurant men throughout the country, and I was somewhat surprised to find that the percentages in different localities were similar to one another.

Chart Shows Profit

You will notice, by referring to the chart, that in hotel restaurants the percentage cost of merchandise is 45.26% and that the percentage of overhead expense is 49.92%, leaving a profit of 5.72%. Had the selling price been based upon the old idea of 100% of the food cost, then there would have been a loss of 4.28% in the restaurants, not in a hotel, the results would have been the same either way, as the food cost was 50%—but in the popular priced restaurants the old way would have meant a reduction of 10% in profits.

It is most essential, in the merchandising of foods, that you know the number of portions which are served of the various articles on your bill of fare. I say that it is essential because there, unfortunately, are certain dishes which must be sold at a rather small margin of profit, while there are other dishes from which the profit is sufficiently large as to offset the small profit of other dishes, so that if you are not constantly in touch with the character of the foodstuffs being sold, you are not in a

Lunch Room as a Money Maker

**PERCENTAGES
Using Gross Sales as 100**

	Restaurant in Hotel	Restaurant First-Class	Restaurant Popular Priced	Cafeteria	Industrial
Merchandise	45.26	50.00	49.75	49.06	73.30
Pay Roll	19.60	23.50	21.75	20.04	22.10
Rent	7.60	5.25	4.50	3.73	
Music	5.12	2.25	1.00	2.90	
Refrigeration	2.65	.75	1.25	1.00	
Laundry	2.65	1.00	1.25	2.47	2.00
Light, heat and power	3.12	.50	1.00	3.02	2.50
Renewals and repairs	6.04	5.50	3.50	1.61	2.87
Other expenses	5.84	6.50	5.50	3.64	8.51
Total expense	94.28%	97.54%	95.25%	89.00%	87.47%
Profit	5.72%	2.12%	4.75%	11.00%	12.53%
Totals	100.00%	100.00%	100.00%	100.00%	100.00%

*Loss.

position to even things up. If you do not already keep such a record it is advisable that you do so at once, and you will learn much that will surprise you, for instance, you will learn that your coffee sales are between ten and fifteen per cent of your gross sales, and that if your selling price of meats is lower than it should be, that your sales are proportionately too large, reducing your percentage of profit and, if this condition is so with the other articles of small gain, you will find that you are operating your restaurant at a much smaller profit than if you knew the character of your sales.

Knowledge of Sales Necessary

In so far as your payroll is concerned, a matter of great importance is to know the comparative amount of sales made by each waiter, so that waiters, whose sales are disproportionately smaller than others, can be weeded out—this not only gets rid of the inefficient waiters, but speeds up your service. Another payroll item, and one of more expense than most of you imagine, is your labor turnover. I mean, that if you have made changes in your kitchen crew you will find that your kitchen food percentage will increase three or four per cent a day for three or four days following, and that if changes are made in the pantries, or bakeshop, that the percentage in these departments will increase from one to three per cent, so I believe that I am warranted in saying that your labor turnover will be from \$50.00 to \$75.00 every time you discharge an employee.

In referring to the chart you will notice the difference in the payroll percentage of the hotel restaurants, first-class restaurants and popular priced restaurants.

This is caused by the fact that in restaurants, outside of a hotel, the heaviest meal is luncheon and this necessitates the employment of a large number of extra waiters for that meal only, and at a larger wage than if employed steadily.

I believe that it is unnecessary for me to explain to you the percentage differences, in other items on the chart, as you are all familiar with the operation of places of this character.

Cafeterias Do Big Business

While the items which go to make up the overhead expense in cafeterias do not differ, to such a very large extent, it is because of the fact that they feed five or six times as many persons with the same amount of help as are fed in the restaurants and hotels—it is apparent that the large percentage of profit is due to volume of business done.

A majority of the Industrial Cafeterias serve meals at 25 cents each, hence the high percentage of food cost. To avoid the constant changing of help they are paid about the same wages as they could earn if employed in the plant, causing a very high payroll percentage, and while there is no charge made for rent, heat, light, ice, or power, the loss is 11.28%, the companies feeling that they are amply repaid through satisfaction and contentment of employees.

Repeatedly the attention of restaurant men has been called to the listing of too many articles of food on the bill of fare but, as yet, little or nothing has been done in the matter. This causes losses through the spoiling of foodstuffs that are much greater than you would im-

agine, and you are not going to stop these losses until you eliminate a large number of the dishes that are now listed on your bill of fare.

Portioning and Pricing Vital

One of the most important factors tending to an increase in profits is that of a sensible portioning, and pricing, of foods—for example—we will say that a pie costs thirty cents. If it is cut in six portions, and sold at ten cents per cut, then your gross profit is 100%, but if it is cut into five portions and sold at fifteen cents per cut, not only will your patrons be better satisfied but your gross profit will be 150%. On the other hand, portions, and prices, of salad served in the average restaurant are too large. If a smaller portion be served, at a smaller price, there will be a surprisingly large increase in the number of portions sold daily—this is also true as to berries, fruits, breakfast foods, etc.

To my mind the most important thing to know, in any business, is the actual overhead expense, and I trust that you do know. If not, it is time that you did and you had better begin at once for it will make a decided difference in your profits.

I am preparing a set of “questionnaires” which will go deeper into this subject, not only as regards restaurants, but also clubs, cafeterias, coffee shops, and industrial cafeterias, and I shall send them to caterers throughout the country, with the hope that men of our profession are sufficiently interested in their fellowmen to give me all the information possible, that we may arrive at an intelligent understanding as to what is to be considered as the expense to be added to the food cost, in pricing

articles on the bill of fare, so that the merchandising of food may be done in a business-like manner, and with a fair profit.

Relative to the different cuts of meats, and also the different grades of beef, loins and ribs, mutton, lamb, in order to arrive at the actual cost of the strip and tenderloin, regardless of the price paid for the loin, it is necessary that credit be given for the other cuts at the price for which they may be purchased and that while the cost of the strip, and tenderloin, may seem high it is because flanks cannot be used for steaks. Neither can the suet or fat be used with the tenderloin, hence hotel and restaurant men should pay particular attention to the trim and cut of their requirements, for if a loin has a wide flank, or too much fat, then the cost of the strip is increased, and the same applies to the rib, for if the rib is wide, or heavy, at the chuck end, then the cost of each portion of roast beef served in the dining room is greater than it should be.

No. 1 FULL LOIN

	Weight	Per Cut	Per Pound	Totals
Strip	18½	25.34	.85	15.72
Flank and Trimmings.....	12¼	16.78	.10	1.22
Tenderloin	6¾	9.25	.85	5.74
Butt	17½	23.97	.35	6.12
Fat	9	12.33	.11	.99
Bones	9	12.33	.01½	.14
	—	—	—	—
	73	100.00%		29.93
	73	100.00%	.41	29.93
	—	—	—	—

The buyer who is careful and discriminating in these important items soon finds himself well paid, for short ribs of beef can be bought for considerably less

than can the rib roast, flank meat, and beef suet, much cheaper than beef loins, and this applies to all meats as well—lamb racks, lamb loins, pork loins, veal cuts, ham and bacon—in fact everything in the meat line.

The first, and most important, step the capable buyer takes is to find a responsible house to do business

WHOLE SHEEP

	Weight	Per Cut	Per Pound	Totals
Rack	4 $\frac{1}{4}$	8.17		
Loin	7 $\frac{3}{4}$	14.42	.53 $\frac{1}{4}$	6.31
Leg	11 $\frac{1}{4}$	21.63	.26	2.93
Shoulder	9	17.31	.15	1.35
Stewing	9 $\frac{1}{2}$	17.79	.14	1.29
Breast	5	9.62	.14	.70
Fat	4	7.70	.10	.40
Bones	1 $\frac{3}{4}$	3.36	.01	.02
	—	—	—	—
	52	100.00%		13.00
Whole Sheep.....	52	100.00%	.25	13.00
	—	—	—	—

with, for a reliable house is a valuable asset to the buyer, and he should be as careful in this matter as he is in the selection of his meats.

It is impracticable to give a table showing what a steak, chop, or cutlet, should weigh, as that is governed by the price received—first decide upon the size of the portion to be served—ascertain its cost and add to that your percentage of overhead expense, and the profit—you will then have arrived at the proper selling price.

The percentages shown in the chart were compiled from answers to questionnaires received from all parts of the country and are therefore authoritative. We can safely say that restaurant, and hotel men, will be anxiously awaiting the next contribution upon this important subject.

Analyzing Lunch Room Failures

By ERNEST B. HORWATH

Horwath & Horwath, New York

Analyzing a Lunch Room to Put It on a Paying Basis

Question No. 1

I am a subscriber as well as a constant reader of The American Restaurant, which I consider to be the best restaurant and hotel magazine published.

In reading over the above I have paid particular attention to your department although I never considered we would need advice for the proper conducting of our business, but right at the present time I am badly in need of your help.

Some time ago we opened a lunch room in connection with our hotel, and it has been a losing venture from the time we started, and I am unable to put it on a paying basis so therefore am asking you for assistance.

Below please find a statement of the business for the month of January, 1921:

Receipts

Cash	\$3,708.43
------------	------------

Plus amount allowed for feeding employees
from other departments who are fed from
this kitchen (no credit allowed for the 14
employees in this department as their meals

are considered part of their salary), 1,360	
meals at 25 cents.....	340.00
Total Receipts.....	\$4,048.00

Expenses

Merchandise (foodstuffs).....	\$2,993.51
Wages	1,121.09
Rent	33.33
Gas and coal.....	75.00
Insurance	20.00
Ice	35.00
Electricity	36.15
Freight, express, cartage, replacing equipment and sundries.....	119.85
Total Expenses.....	\$4,433.93

Recapitulation

Expense and merchandise.....	\$4,433.93
Receipts	4,048.43
Total LOSS.....	\$ 385.50

Enclosed herewith please find two menus such as we are using in our lunch room. As well as the a la carte service we are serving a business men's lunch from 11:30 to 2:00 at 35 cents per plate. The average is about 60 to 80 customers. The meal consists of choice of two meats or fish, one vegetable, potatoes, bread and butter, and coffee. An extra charge is made for soup and pastry. Not considering overhead expense, just us-

Fruit in Season—	Grape Fruit (½).....	15	Baked Apple.....	10
	Sliced Banana, Milk.....	10	Baked Apple, Cream.....	15
	Sliced Banana, Cream.....	15	Apple Sauce.....	10
	Stewed Prunes.....	15	Berries	
	Cantaloupe		Berries, Cream.....	
	Sliced Orange	10		
Cereals,	Corn Flakes, Milk.....	15	Oatmeal, Milk.....	15
	Corn Flakes, Cream.....	20	Oatmeal, Cream.....	20
	Shredded Wheat, Milk.....	15	Grape Nuts, Milk.....	15
	Shredded Wheat, Cream.....	20	Grape Nuts, Cream.....	20
	Milk Toast.....	20	French Toast.....	25
Oysters—	On Half-Shell, ½ doz.....	30	Fried Oysters, dozen.....	.75
	On Half-Shell, dozen.....	60	Oyster Stew35
	Fried Oysters, ½ doz.....	40	We Serve Oysters in all Styles	
Soup—	Special Clam Chowder.....	15	Assorted Soups.....	15
Steaks, Chops, Etc.—	Small Steak.....	50	Bacon, Broiled or Fried.....	.35
	Sirloin Steak.....	75	Ham, two Eggs.....	.45
	Pork Chops.....	50	Bacon, two Eggs.....	.45
	Lamb Chops.....	50	Hamburger Steak.....	.35
	Ham, Broiled or Fried.....	30	Pork Sausage.....	.30
	Bread, Butter and Plain Fried Potatoes served with above orders			
Eggs and Omelettes—	Boiled Eggs (2).....	30	Plain Omelette.....	.35
	Fried Eggs (2).....	30	Cheese Omelette.....	.40
	Scrambled Eggs (2).....	30	Tomato Omelette.....	.40
	Poached Eggs on Toast.....	35	Spanish Omelette.....	.45
Potatoes—	Plain Fried	10	Hash Brown15
	French Fried.....	15	Stewed in Cream.....	.15
	Lyonnaisse	15	Au Gratin.....	.25
Sand- wiches—	Ham	10	Egg15
	Hot Ham	15	Ham and Egg20
	Fresh Ham	15	Frankfurter10
	Cheese	10	Hamburger10
	Pork	15	Combination15
	Hot Pork, Gravy.....	15	Western20
	Sardine	20	Cannibal10
	Hot Roast Beef, Gravy.....	15		
Pastry, Etc.—	Pie, per cut.....	10	Griddle Cakes, Maple Syrup	.15
	Pie, a la Mode.....	15	Ice Cream05
	Home Made Rolls.....	10	Doughnuts10
	All Baked Goods Used are Home-Made			
Beverages—	Coffee, with Cream.....	10	Instant Postum.....	.10
	Coffee	05	Milk05
	Tea, pot.....	10	Cocoa10
Specials—	Special Dinner Served from 11:30 to 2:00 P. M.....			.35c
	Frankfurters, Potato Salad, Bread and Butter.....			.40c
	Hot Pork and Beans, Bread and Butter.....			.15c

Analyzing Lunch Room Failures

25

Business Men's Lunch Served from 11:30 to 2 P. M. 50c

Special Dinner Served from 5:30 to 8 P. M. 65c

Fruit in Season—

Grape Fruit (½) 20	Sliced Banana, Cream 20	Stewed Prunes 15
Sliced Orange 15	Baked Apple 15	Baked Apple, Cream 20

Cereals, Etc.—

Corn Flakes, Milk 15	Corn Flakes, Cream 20	Shredded Wheat, Milk 15
Shredded Wheat, Cream 20	Milk Toast 20	Oatmeal, Milk 15
Oatmeal, Cream 20		Grape Nuts, Milk 15
Grape Nuts, Cream 20		French Toast 25

Fish—

White Fish, Broiled 50	Lake Trout 50	Pan Fish 40
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Soups—

Special for day 15		Assorted Soups 15
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Steaks, Chops, Etc.—

Small Steak 55	Sirloin Steak \$1.00	Pork Chops 55
Lamb Chops 55	Ham, Broiled or Fried 40	
Bacon, Broiled or Fried 40	Ham, two eggs 50	
Bacon, two eggs 50	Hamburger Steak 40	Pork Sausage 30

Eggs and Omelets—

Boiled Eggs (2) 25	Fried Eggs (2) 25	Scrambled Eggs (3) 30
Poached Eggs on Toast 40		Plain Omelette 40
Cheese Omelette 45		Tomato Omelette 45
	Spanish Omelette 45	

Potatoes—

Plain Fried 10	French Fried 15	Lyonnaise 20	Hash Brown 15
	Stewed in Cream 15		Au Gratin 25

Sandwiches—

Ham 15	Hot Ham 20	Cheese 15	Pork 20
Sardine 20	Egg 15	Hot Roast Beef, Gravy 20	
Ham and Egg 25		Hamburger 15 Combination 20	
Western 25		Cannibal 15	Chicken

Pastry, Etc.—

Pie, per cut 10 and 15	Pie, a la Mode 20	Home Made Rolls 15
Griddle Cakes, Maple Syrup 20		Ice Cream 10
Doughnuts 15		Home-Made Cake 10
All Baked Goods Used are Home-Made		

Beverages—

Coffee, cream 10	Tea, Pot with Cream 15	Instant Postum 15
Milk 10		Cocoa 10

Specials—

Hot Pork and Beans, Bread and Butter 20	
Oysters—Fried (½ dozen) 45	Stew 35

ing cost of food and crediting merchandise it will run about as follows: Merchandise, \$15.00; Receipts, \$24.00; Profits, \$9.00. If the checks are averaged for the business men's lunch they will run about forty-six to forty-eight cents. Of course we do not credit more than the thirty-five cents when taking into consideration the cost and receipts of the lunch.

I assume that you answer these "knotty problems" through the columns of the American Restaurant only, but would appreciate it very much if you would drop me a few lines personally as soon as you have arrived at the conclusion in figuring our matter out as you can see we stand to lose a large amount of money while awaiting your answer in the magazine.

Answer No. 1

First of all we wish to compliment you for the intelligent manner in which you presented the question, by giving us the necessary information to your expenses, and sending us copies of your bills of fare.

In the following we have rearranged the figures submitted by you, and as there may be some question as to the credit allowed for meals served to employees of other departments being at cost price instead of a sales valuation and thus affecting the various ratios of expenses to total sales, in the second tabulation we have allowed a credit to sales 45c per meal, instead of 25c as you show.

It might also be assumed that your 35c business men's luncheons materially affected the whole situation. In the second tabulation we have therefore credited the restaurant at 47c (a la carte valuation) for the 70 thirty-

Analyzing Lunch Room Failures

27

Based on Actual Conditions

	Revenues—	Costs—	Net loss	Ratios
Revenues—				
Sales	\$ 3,708.43	\$ 4,048.43	\$ (340.00)	\$ 100.00
Credit for 1,360 meals served employees of other departments, at 25 cents.				
Costs—				
Merchandise (foodstuffs)	\$ 2,993.51	\$ 73.94	\$ 2,920.57	27.69
Wages	1,121.09	27.69	1,093.40	.82
Rent	33.33	1.85	31.50	.50
Gas and coal	75.00	.87	74.13	.87
Insurance	20.00	2.96	17.04	10.95
Ice	35.00	.52	34.48	9.52
Electricity	36.15	.52	35.63	8.09
Repairs and renewals, sundries, etc.	119.85	2.65	117.20	1.91
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 385.50	\$ 385.50	\$ 9.52	
Based on Assumed Conditions				
(Full sales valuation credit for employees meals (other than restaurant department) and allowing credit on a la carte prices for business men's luncheons.)				
Revenues—				
Sales	\$ 3,708.43	\$ 4,520.43	\$ 100.00	\$ 100.00
Credit for 1,360 meals served employees of other departments, at 40 cents				
Difference between a la carte valuation and table d'hote price of business men's luncheon				
(46c—35c times 70 meals per day times 26 days per month)				
Costs—				
Merchandise (foodstuffs)	\$ 2,993.51	\$ 66.22	\$ 2,927.29	24.80
Wages	1,121.09	.74	1,090.35	.74
Rent	33.33	1.66	32.67	.44
Gas and coal	75.00	.78	74.22	.44
Insurance	20.00	.80	19.20	.80
Ice	35.00	2.65	32.35	9.80
Electricity	36.15	.52	35.63	9.52
Repairs and renewals, sundries, etc.	119.85	2.65	117.20	1.91
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 86.50	\$ 86.50	\$ 9.52	
Net profit				

five cent covers served daily (25 days per month). Other restaurant men can therefore easily compare their results with yours on a uniform basis.

In the following we will briefly comment on the various costs as shown in the above tabulations:

Wages:

The cost per dollar sale for salaries in a restaurant of your class ordinarily varies from a minimum of 20c to a maximum of 30c, with the probable approximate average of 25c. In the first tabulation you show 27.69c and in the latter 24.80c. There is evidently not much opportunity for effecting a saving here.

Rent:

The rent (\$33.33) you are charging against the restaurant department is very low as the cost amounts to less than 1c per dollar sale. The rental cost in a restaurant usually varies from 2.5c to 8c and even 10c per dollar sale.

Gas and Coal:

The charge for gas and coal used for cooking varies from 1.5c to 2.0c per dollar sale and therefore your result is above criticism.

Insurance:

Your expense here is not out of proportion.

Ice:

A bill of \$35.00 for ice in a restaurant of your size, resulting in a cost per dollar sale of less than 1c is legitimate.

Electricity:

The cost of electricity, varies according to the local rate, but your bill of \$36.15 (less than 1c per dollar sale), is reasonable.

Total Expenses (exclusive of merchandise):

Your total cost per dollar sale in either of the above methods of figuring is less than 40c per dollar sale, and for your class of restaurant is beyond criticism.

Merchandise Cost:

Here is where your trouble apparently lies. Depending upon Bills of Fare prices, size of portions, etc., the cost per dollar sale of the merchandise varies from 35c in the very high class restaurants in the large cities to an allowable maximum of 55c in a restaurant of your character.

Using the first method of tabulating your results you show a cost of 73.94c per dollar sale, or presenting the figures in the most favorable light in the second tabulation you still show a cost of 66.22c per dollar sale.

We have records of many restaurants with similar bill of fare prices and doing approximately the same volume of business that you do, who are showing a merchandise cost of 52c per dollar sale, and even less, and we therefore feel that there is no reason why you should not do likewise.

Knowing that your general returns on the merchandise are poor, the next step would be to determine upon which individual commodities you are not receiving the proper percentage of gross profit. In other words you must install and operate what is commonly known as a "Food Cost Accounting System." Several different public accounting firms specialize in this work and we recommend that you engage one of them to assist you in installing and operating the necessary system.

When you stop to realize that a reduction of only 10c on each dollar sale (which should be easily possi-

ble) means a saving to you of approximately \$400.00 per month, you will see how important it is to start this work.

Editor's Note: We hope that several of our readers will submit their views on the above proposition. If any desire the names of the Public Accountants specializing in Food Cost Accounting work, we will be pleased to furnish them to any of our readers.

Keeping Storeroom Records

Question No. 2

I notice in the last issue of *The American Restaurant*, some advice you give gratis in regard to cost finding, etc. Would like to ask you a few questions along this line. Would it be possible and reasonable to install a storeroom check system without keeping a regular storeroom man? We operate a hotel of 120 rooms and the cafe does average business now of \$75.00 per day. We take inventory of storeroom on the first of the month and can get near the profit in this way. We never have gotten the exact figures on profits or loss but estimate we get pretty close to it.

The firm consists of father and two sons. One son is day clerk and the other is in charge of the kitchen and dining room, and is a practical chef himself.

In this case would it in your estimation be necessary to spend any money on this or not, if so what kind of system do you advise and what will it cost, etc.?

We have three separate storerooms all very small.

Answer No. 2

We have always found that no matter how small the hotel or restaurant, that storeroom records are of the utmost value and importance.

In your instance we recommend that you adopt a simple perpetual inventory system. Your son who acts as day clerk could carry out the detail in his spare time entering all purchases (from the original bills) and all issues (from the requisition slips) on the individual ledger sheets or cards that can be purchased for this purpose. These sheets are ruled so as to provide a space for entering all goods received, another for all goods issued, and at the end of the month you will arrive at a balance which should be checked against the physical inventory on hand as determined by an actual count of the goods on the shelves. A separate sheet or card is used for each commodity handled in the storeroom. Every time goods are taken out of the storeroom a signed requisition must be left, covering the goods removed.

We note you speak of three separate storerooms. If local conditions permit, we would strongly recommend concentrating all of your merchandise in one room.

We will bring out in a few words the value to you of a perpetual inventory system such as we have just outlined.

In case of fire in the storeroom and insurance is carried on merchandise, perpetual inventory records kept in the office safe avoid all wrangle between the fire insurance adjuster and yourself.

If an accurate perpetual record is kept of the goods in store, it will be unnecessary to hunt through the store-

rooms when making up a list that you wish to order and keep in stock . All you need is to go through your records, which will give necessary information as to how fast you use a certain commodity and the quantity still on hand.

If you decide to trust the keys of your store to some hired help you will always be able to tell how honest they are.

Complete records and proofs will help eliminate arguments even between brothers and father and son.

Should you not be able to purchase the perpetual inventory sheets or cards locally, we will be glad to furnish you with the name and address of a dealer, or samples of the forms we recommend.

Handling Left Overs on Cost Sheet—Capital Necessary for a 100 Room Hotel

Question No. 3

The interesting articles in the January number of The American Restaurant prompts me to ask the following questions.

How can the cost of left-overs be figured? For instance, my sales on beef, pork, and lamb for the day are \$111.00, cost \$71.00. Per cent of profit on costs is 56%, on sales 36%.

In addition to this and not included I worked up a lot of corn beef left over, also 5 lbs. stale bread, sales \$5.60 and \$5.00 respectively. The material of each was figured in the costs and sales of the day previous.

How should these items be handled on the current day's cost sheet?

If my question is not irrelevant can you tell me how much ready cash (working capital) would be necessary and safe to have when starting to run a 100 room American plan hotel rented at \$1,200.00 per month, rates \$3.50 to \$5.00 per day.

Supposing it to be a good hotel, well furnished and doing a good business but irregular. How much would it require for same house on European plan? Also apply same question to a cafeteria doing \$3,000.00 per month.

Answer No. 3

In the first place if it cost \$71.00 to produce \$110.00 in sales of beef, pork and lamb, or 56% gross profit on cost (64c merchandise cost of each dollar sale) you are not obtaining as high returns as the average of other restaurants show. Why not segregate the costs and sales of beef, pork and lamb individually and check each one?

As to the left overs, if you show daily costs, and do not take into consideration the left overs, these daily figures will not be exact, but for the 28 to 31 days in the month they will represent a fair average. Also if you show in addition to daily costs the accomplished costs for the month, that is "to-date," these costs "to-date" will represent conditions as closely as is necessary.

If you want to try to be more accurate, whoever is watching the costs and sales should make memorandums of the left overs, crediting the costs on one day and charging on the next. However, we do not consider this necessary if "to-date" figures are carried besides the "daily" figures.

Any sales such as "stale bread" or clear grease or amount received is generally applicable as reduction of the total cost for the month.

The corn beef left overs are taken care of by the explanation of accumulating your cost and sales figures for one month and beginning it over again in a new month.

"Todays" cost sheet in a restaurant does not mean much without the "accumulated" costs and sales. ("To date" costs and sales.)

As to the ready cash (working capital) necessary to operate a 100 room American Plan hotel, we assume that the hotel would be rented completely furnished. The balance sheets of hotels of this character indicate that from \$10,000.00 to \$15,000.00 would be needed as operating capital. Of course it all depends upon how soon the hotel is going to be a paying proposition.

The European plan would make more money than the American plan if managed well, and the amount required to operate it would be between the two figures mentioned above.

A cafeteria doing a business of \$3,000.00 per month would cost anywhere from \$5,000.00 to \$15,000.00 to equip and again the question as to how soon it is going to be a paying proposition must be taken into consideration in order to determine the amount of current cash required. Three thousand dollars should be sufficient if you expect it to pay after the first month.

Can I Reduce Prices?

Question No. 4

I have read a number of your statements and explanations in *The American Restaurant* with great interest. I would like to have you answer some questions regarding certain things with which we are confronted in our little cafe.

For 1920 our total sales were \$103,000.00 and the cost of meat, fish, oysters and poultry amounted to \$26,000.00. It seems to me that this is high in view of the sales prices. Of course, we are not situated where we can secure good meat at a price that it can be purchased in larger centers—at least that is my opinion in the matter. Our labor was \$14,000 for the same period. We have employed on the average of 17 people in the cafe besides my father and myself. Do you consider this too much on total sales mentioned above?

While some commodities have been reduced in cost, at the same time other items have advanced a little and labor is just the same. Our labor cost now is nearly 100% more than it was in 1917. So with all this clamor about prices coming down, in the face of such a condition how can we afford to reduce our prices?

Do you think that a cafeteria would pay in a town with a population of 12,000, where there is no large number of working people who do not have homes in this city. There are no factories, large department store employing people who eat out so there has always been a doubt in my mind as to the advisability of trying a cafeteria in this city.

I would be pleased to have your replies on these inquiries as we are always trying to better our business.

Answer No. 4

In answering your inquiry, while we would like to go into as much detail as possible in giving you the proper information, we regret that on account of the rather meager data submitted by you we must restrict our reply to just general averages.

In going through our records, we find that of each one dollar total receipts of a restaurant, the average receipts for "meats, fish, oysters, and poultry" is 46.5 cents, or the receipts of the above items comprise 46.5% of the total volume of business.

Thus, in the total sales of \$103,000.00 for year, 1920, you probably sold approximately \$47,895.00 worth of "meats, fish, oysters and poultry." Taking against this figure your cost of \$26,000.00 on these items, we find that you are not obtaining as large a percentage of profit as the majority of other restaurants. We find elsewhere an average cost of 50 cents on each dollar sale. That is, your \$47,895.00 approximate sales should not have cost you more than \$23,947.50, providing your portions and bill of fare prices are on a par with the restaurants we used for comparison.

We assume that yours is a service restaurant, and therefore your payroll figure of \$14,000.00 on \$103,000.00 total sales is so abnormally low that we feel you have left some figures out of your calculations.

We find the average labor cost to be between 20 and 30% of the sales.

The conditions you mention in regards your town leads us to believe that a cafeteria would not be self-supporting. However, this could be decided by carefully observing how the lunch rooms are doing.

Operating Costs in the Lunch Room

By CLIFFORD M. LEWIS

The modern method of figuring costs in restaurants has been termed the "percentage cost" or per dollar cost. Once thoroughly understood it is so simple that the operator of the smallest restaurant, cafeteria, or lunch room may use it without the dread that comes in contemplating long processes of bookkeeping. At the same time it may be adapted to the gross restaurant business of large amount.

To illustrate the simplicity, we shall figure the "percentage cost" on the basis of a single dollar. When the principle is understood it may be carried out to as many dollars as any restaurant can hope to receive in a day or any given period.

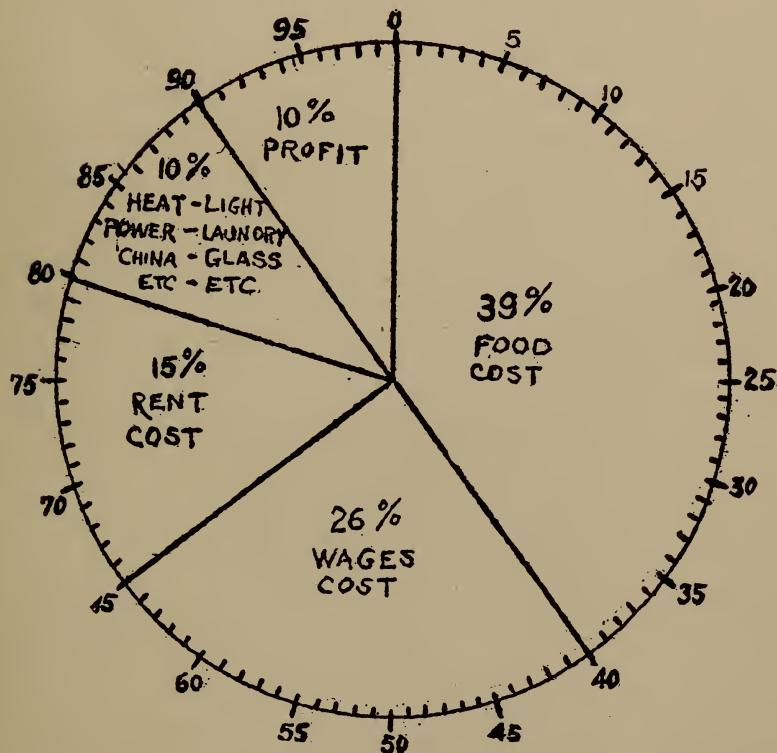
We will let the circle represent one dollar, marked off in 100 parts which may represent 100 per cent or 100 cents.

Suppose that this is one single dollar paid into the restaurant for food and our desire is to know what it has cost in raw material (food), help, rent, light, heat, and power, etc., to produce that dollar and what we shall have left for profit, because unless we can pay for raw material, help, rent, light, etc., and have a profit left, we will lose money. And we must know it at once.

Suppose we find that food used to produce that dollar cost 39c. If the cost of food is divided by the amount

received for it, the result will be the "percentage cost" as follows:

$$\begin{array}{r}
 1.00) .3900 (.39 - 39\% \\
 300 \\
 \hline
 900 \\
 900
 \end{array}$$



Therefore the percentage cost of that food was 39 per cent and we mark of 39 points on the diagram.

The next step is to figure the percentage of help. Proceed in the same way.

Let us assume that this help cost 26 cents. Divide the cost of the help by the dollar, and the percentage cost for help would be 26 per cent.

We mark off 26 points on the circle and have now used up 65 per cent of the dollar. Food and help are the biggest items over which the steward and bookkeeper have actual control, but the proportion of rent, light, heat, power and other expenses which are termed "over-head" are figured by the Accounting Department and sent to the Storeroom Bookkeeper. He follows the same procedure of finding what portion of the dollar received is used for the expenses.

The chart of the dollar shows that the percentage cost of rent was 15 per cent, percentage cost of heat, light, power, laundry, etc., was 10 per cent and the percentage of profit was 10 per cent. And so the exact cost is determined of each item that went to produce the dollar received.

It is just as easy to figure a large amount as to figure a single dollar. As a matter of fact no restaurant could stop operations to figure each dollar and the example given aims only to show the simple method of figuring a "per dollar" cost and the proportion of each dollar for various expenses.

The total sum received in the restaurant for food in one day may be \$595, the raw material to produce that sum costing the hotel \$232.05. If the cost (of food) is divided

Food cost.....	\$0.39	39%
Help cost.....	.26	26%
Rent cost.....	.15	15%
Heat, light, power, etc.....	.10	10%
Profit10	10%
	<hr/>	<hr/>
	\$1.00	100%

by the amount received and the result is marked off decimaly, the per dollar cost will be shown:

$$\begin{array}{r}
 595)23205(39-39\% \\
 1785 \\
 \hline \\
 5355 \\
 5355
 \end{array}$$

Therefore it is seen that for each dollar of the \$595, received for food, 39 cents was the cost of raw material and this is called the "per dollar" cost or the percentage cost.

Now that the percentage cost is found to be 39 per cent—proceed to find the cost of help to produce each dollar. The steward's time table or a counting department will furnish the total cost of help in all the departments that produced the restaurant receipts for the day, that is kitchen, dining room, bakery, pastry shop, and steward's department.

Assume that this help cost \$154.70 for the day. By dividing the cost of help by the amount received for food, you will have the "percentage cost" for help, which is in this 26 per cent.

The percentage cost of rent and "overhead" is found in a similar manner. The following table shows

the total amount received for food and the cost for each item to produce it:

\$595.00. Received—100%		
Food cost.....	\$232.05	39%
Help cost.....	154.70	26%
Rent cost.....	89.25	15%
Heat, light, power, etc., cost.....	59.50	10%
Profit	59.50	10%
	<hr/>	<hr/>
	\$595.00	100%

Driving Home the Cost of Wastefulness

The Waldorf System of Lunch Rooms effectively employ a unique method of showing their employees how the operating expense is distributed. They use a yard stick. The divisions as shown in the illustration tell the story. In the sparkling house organ, the Waldorf Window, the organization is constantly in touch with what is going on.

Socrates gives as his definition of man that, "man is he who thinks." The Waldorf System apply this principle to employees. To get them to think, they let the help in behind the scenes and show them why mistakes and indifference are costly, why losses and wastefulness reflect in the pay roll.

A typical example of giving the help a new slant on their job is contained in some thought compelling facts given by Mr. J. S. Johnson in one of the issues of the Waldorf Window, their employees' magazine.

"When one coffee mug is broken, the profit of 20 cups of coffee is gone!

"A piece of silver lost in the garbage is equal to serving 12 customers without making one cent!

"To pay for one pound of cleaning cloths we allow to go out of the back door, we have to get 18 customers in the front door!

"Experts who have examined the cause of lunch room failures tell us a large proportion are due to waste-

THE MEASURE OF THE DOLLAR AND WHERE IT GOES

- THE - WALDORF - YARDSTICK -		- 1920 -	
- FIRST - QUARTER		COST OF RAW MATERIALS -	
		- LABOR & BONUSES -	
		- TO -	
		- EMPLOYEES -	
		- CLEANING - ETC.	
		- LIGHT - POWER -	
		- EXPENSES FOR -	
		- NEW STORES -	
		- EQUIPMENT - ETC.	
		- RENT	
		- DIVIDENDS - TO -	
		- STOCKHOLDERS -	
		- MAINTENANCE & PREPARATION -	
		- INCOME - TAXES -	
		- OFFICES - STAMPS & EXPENSES -	

ful help and inattention in looking after the small leakages.

"We may look over the products carefully when they arrive from the market, selecting that which should be used at once.

"We may look over the fruit on our counters twice daily to avoid its becoming unsalable.

"We can watch our ice boxes to see that all material is used and not allowed to go bad.

"We may instruct our fellow employees as to the best way to cut and handle pies, meats, etc., with the smallest amount of waste.

"We can watch carefully the size of orders put out that they will run uniform—and in many other ways show satisfactory results in the saving of foods.

"But on the expense items, are we as careful as we might be?

"The saving on these can be made just as great as the saving on fruits, vegetables, meats and other foods.

"The records in our office show comparison between two stores which are almost identical in floor space and arrangement, and the business done in each is almost equal, still there is a wide difference in the expense items.

"The loss of china and glass costs \$54,600 per year. This means 1,057 pieces broken every day — making 385,980 pieces per year.

"Cleaning cloths cost \$2,100 per year.

"Lost napkins and towels cost \$45,000 per year.

"Lost silver cost \$17,600 per year. This means 68,580 pieces of silver are lost every 12 months.

"Startling figures, but facts we have to face.

"The office could supply us with other data just as startling, such as how much cleaning powders, brass polish, etc., cost each year. They can show us which store is using these materials properly and which store is careless in their use. The office also can tell us who is using glass towels where they should use dish towels. This is waste, as glass towels cost considerably more. They can tell us which store is careful in saving waste paper, as that store is credited for $1\frac{1}{2}$ c per lb. on every pound of paper they save. And so we could go through the list.

"Take the saving on bread alone. Figures show that, after this matter was taken up so carefully some months ago, there has been a remarkable saving, owing to the employees getting every slice possible out of the loaf and then handling the bread properly that it will not become dry, to be discarded in the waste bread barrel.

"Now, if every salesman on the counter, every man and woman in the kitchen department or dish washing room and every employee who handles dishes on the floor will analyze these few figures and then study their own position as to just how they can make a saving, we feel sure that in the next six months a big reduction can be shown in these expense items.

"We want to remember that it is not only what efforts we ourselves put forth, but what the other fellow is doing that affects our showing. Say we are working in the dish washing room and a new employee is hired. Let us take a little pains and try to show the new member of our family just what carelessness means. Let us suggest to this fellow employee the most economical way to work to save both material and time. He or she in almost every case will thank us for our trouble and we

will have made a new friend. If, however, our efforts do not accomplish the desired end, let us call the manager's attention to it and see if he cannot persuade the erring one to do better."

Appealing to employees in this way is very effective for it makes them think most unnecessary waste is not so much due to indifference and the "I don't care" spirit as it is to thoughtlessness. Nothing will make employees think quicker and be more careful than details on costs of minor extravagance.

The Kitchen Is a Vital Factor

By E. D. SMITH

With the exception of those who have discovered, through years of experience, that "The proof of the Pudding is in the eating thereof," the average person who contemplates entering the business of feeding the public, whether it be the Hotel, Restaurant, Lunch Room or Cafeteria, invariably get the idea that the dining room is the only part of the business deserving of any special attention, and proceed at once to lavish most of their capital on gaudy decorations seemingly, intentionally disregarding altogether, the kitchen and service departments, upon which the success of the catering business depends. A good story apropos of this appeared in the Washington Herald some time ago, which is as follows:

The architect approached the owner of the new hotel. "Everything is finished except the kitchen and the Tango Room," he reported, "and there is just \$18,-107.00 left to spend on them." "Go ahead and do the best you can with the money," said the owner. "If necessary spend all of \$107.00 on the kitchen."

This is just about the attitude the kitchen outfitter has to combat in ninety-nine per cent of the cases. The kitchen should be large enough to contain the necessary apparatus, giving plenty of working space for the kitchen employees and should be thoroughly ventilated and well lighted.

Although it is not advisable to install every new fangled idea in the way of machinery as many inventions are impractical when it comes to the actual tests, yet, every labor saving device should be used that will improve the service or lessen the number of employees.

This will not only save the salary of the employees, but it will also save the price of the food they consume, which in these times, are an item to be taken into consideration very seriously.

In equipping a kitchen it can be truly said that there is practically no criterion to guide you, as different sections of the country, as well as different localities in the same section, require totally different arrangement and different apparatus; but there is one thing that should be universally observed in every kitchen North or South, East or West and City or Country and that is sanitation.

There should be a National law absolutely prohibiting the use of wood in any kitchen catering to the public, except in cases where it is necessary, as wood forms a natural refuge for vermin of every specie to live and breed and is practically impossible to keep in a sanitary condition.

In the up-to-date kitchen everything should be made of metal, excepting possibly the refrigerators, which should be made with exterior walls of cement or at least hard plaster, and with the exception of the refrigerators and a few other fixtures, every piece of apparatus should set up on legs (at least 8 in. high) clear of the floor.

All fixtures which are intended to contain water or come in contact with water, should, in their construction, be welded together instead of being riveted, as the rivets

form a rough surface on which grease and dirt will collect very readily and are difficult to keep in a strictly sanitary condition.

In equipping a kitchen, the kitchen engineer, if he be practical must be thoroughly conversant with the usages and customs as well as the appetite of the epicure in each particular locality in which he is operating.

If it be in the South he must know what style of equipment is necessary to prepare "Fried Chicken Southern Style," as the "Old Colored Mammy," the appetite of the epicure and the Good Lord intended it should be prepared. He should also possess the requirements necessary in preparing Rice, Candied Yams, Corn Bread, Biscuits, Ochre and other dainty dishes (if properly prepared) popular in the South.

If in the East, the proper equipment for the preparation of the French dishes so popular in that section, while in the Middle States another style of equipment necessary in the preparation of the more substantial, and really more sensible dishes, popular in that section, must be provided and so on through every section or locality in the country.

Then turning our attention to the preparation of foods for the sick the same rule prevails, for the Kitchen Engineer should know the proper apparatus needed to perform the functions for which they are intended. Take for instance the seemingly unimportant item of Toast to which so little thought is given even though it forms the sole item of food in most cases of a very sick patient and yet, so few people really know how to make toast, or at least make it as it should be made, for the reason that

they have not been furnished the proper tools and the necessary instructions for doing so.

It is not the purpose of this article to delve into the intricacies of the culinary art, but to impress upon the minds of restaurant men that they can get the proper equipment for an efficient and economical kitchen if they will proceed in the proper manner and that "Modus Operandi" is to get hold of some reliable person whose business it is to manufacture and supply the tools to perform the functions for which they are intended in the proper way and in an efficient and economical manner.

The cook in the ordinary kitchen is rather inclined to continue along with the same style of apparatus that has been used by their craft since time out of mind, and because of this attitude they continue to cook in an ordinary place, but the chef in the up-to-date kitchen is ever alert for the new ideas that are making their appearance very frequently, and although in a great many instances it means the revising of every known precedent, yet they seldom hesitate to take up with the new ideas if convinced the adoption of it will be advantageous.

Among experts in the culinary line, the idea of roasting by steam (or some other medium other than the time honored custom of roasting in the oven of the range or some other method of direct dry heat) has long been uppermost in their minds until some years ago the Steam Meat Roaster was developed; it immediately became popular not only because of its economy in operation, but its economy in obviating the loss incident in roasting in the oven of the range, which, in the case of

beef, there is a loss of 19 per cent and pork 34 per cent, while with steam there is no loss at all.

This is one of many items which should interest the owner of every kitchen and is only mentioned to give some idea of the value of going to the proper source to get the best results.

The present popularity of the Cafeteria is proof of the statements herein contained, as in the Cafeteria you get quick service from a counter, on which are tastefully displayed what food they have to offer, but if those patrons of Cafeterias (or for any other kind of eating place) should ever see in many of the kitchens, I am inclined to think their appetites would get a severe shock.

The Cafeteria Counter should (like the kitchen) be, first of all, sanitary and in conjunction with sanitation it should be attractive to the eye and so arranged that the patron can select his lunch or dinner with the same scrupulous care as he would were he preparing it at home.

Mistakes in Lunch Room Operation

By AN OWNER

According to expert evidence the restaurant business is the most disorderly of modern undertakings.

Cost-Accounting is a thing unknown, bookkeeping is an evil, and accounting, even in its most rudimentary forms, is abhorred.

Only the biggest hotels have lately inaugurated strict Cost-Accounting systems.

Before, the cooks could do as they pleased. And where modern cooks are working, the experienced restaurant man knows what that means.

However, meat, today, must be weighed with the precision scale, if one wants to clear expenses. No longer can a cook go and trim and cut, until only the core is left.

Shrinkage in cooking is enormous; wastage is fearful, and by-products are mountainous.

There is no exact data. Only one man has carefully worked out charts, and he makes a business of selling them. Nobody wants to buy them.

Most restaurant owners can tell what his stuff costs. He has a more or less hazy idea that meat shrinks in cooking, but how much that shrinkage is, that he does not know.

He presumes that the shrinkage is unequal, but how the different percentages are distributed, that he does not know. That the shrinkage amounts to as much

as forty-eight per cent, in some pieces, that he does not know.

One has but to pick up a modern bill of fare, and one may see at once, that corned beef sells for less than butt-beef, and yet, in corned beef the shrinkage is forty-two per cent. Besides, there is a tremendous waste from bones. If one take "corned round," which is the same as butt, except that it is swollen with pickle, but is practically boneless, and if one pays for it 24c a pound, instead of 23c, as for navel, then that corned round costs after cooking sixty-four cents a pound. If one give four ounces of meat, then the meat, exclusive of overhead, costs sixteen cents. And yet, many restaurants sell this beef for forty-five cents a portion, giving cabbage, bread and butter and potatoes with it. Assuming that the per capita overhead is twenty-five cents, cost of bread and butter three cents, potatoes three cents, cabbage three cents, and profit per patron five cents, then this meat should sell for fifty-five cents. That is the legitimate price. Yet, what caterer has the courage to charge this price? And what restaurant has the nerve to serve but four ounces of meat? What owner knows how many ounces of meat his cook is dishing out?

And then "overhead." Who knows his per capita overhead? Ask any small restaurant man what his overhead is, and he will look in the air, to see what you mean by overhead.

As I said before, Cost-Accounting is a hazy science to the restaurant owner. He sells by the "hit," and loses by the "miss" method. Any day one may hear restaurant owners say: "I wonder what my table d'hote really costs me?" They know they sell for a dollar, but

whether they make a profit, that they do not know. They can only tell by looking at their bank-balances.

If they lose, they raise the prices. How they raise them, is quite immaterial to them. Whether the raises are just, and whether they really raise the prices on dishes on which they lose, that they do not know. It is for this reason that there is so much complaint among patrons. Most of these prices are unfair.

Why should a portion of potatoes sell for 15c, while roast beef sells for sixty? The potatoes cost three cents, while the roast beef costs forty. One sells with an increase of five hundred per cent, and the other with fifty. And yet, potatoes are plentiful, while meat is scarce. There is no need to preserve potatoes, but every law of God and man demands that meat be carefully preserved.

I came across a case lately, where a firm was losing money. They had a manager, who had been engaged on the strength of a "several years" reference. He was neither manager nor caterer. He was just a boob.

He cost the house \$2,000 a month. And yet, the house was willing to salary this man, and refused to consider young and able fellows, simply because the incompetent had been in one place for several years. As though "Stick-to-the-job'ishness" was a guarantee of ability. It is more often a guarantee of slothfulness. Only cowards are afraid to move.

There is that old saying: That "Rolling stones gather no moss," but today that saying is only valued by bonding companies. Every progressive employer knows, that a "sticky" man, can't have any all around experience.

Rolling stones gather no moss, neither do they gather experience. It is the traveler who is versatile. It is the man of the world who is unbiased. He is the energetic fellow who has healthy blood in his veins. His eye is clear, his courage high. His mind is free and his vision not bleared from looking at the same old ledger.

Why don't employers look around and see whether there is no fresh blood among the fellows in their ranks? Why do they stick to these old worn-out carriage horses? It is only in the catering business that merit finds no reward?

A friend of mine took control of a place lately, where old fashioned methods had run the truck into a groove. The place was losing money. Everybody stole. Nobody cared.

This friend of mine is a young man; not a boy, but a fellow who has seen the world. He has no references of many years standing. Yet, the first month, he reduced the losses by five hundred dollars; the second month by a further five hundred dollars; and if the firm had had vision enough to give him charge, he would have been able to run the place at a profit. As it was he was doing the work which the manager was supposed to do.

And it was all done by a trick. "Cost-Accounting!" By analyzing sales. By daily balance sheets.

To analyze sales is comparable to sitting on a patient's bed, with the finger on his pulse, and the thermometer in his mouth. Every transaction shows, with the spotlight turned on it.

What is there that shows the short-comings of a business, or of a manager, better than analyzing sales?

Better than this nothing has ever been invented? What is the standard by which a manager should be judged? Results! And what shows results? Analyzing sales!

By keeping track of one's stock; by leaving a ticket on each item with the number of contents; by looking at one's stock twice a day, theft can be easily located, and the culprit pointed out.

Analyze your sales, and locate your losses!

Investigate the leaks! Close the back-doors!

Eliminate the stumbling blocks! Weed out the causes of your ruin!

By going over your sheet, item by item, the causes of your losses will become glaringly evident.

In the restaurant business there are tricks. "C'est tout un truc," as the Frenchmen say. If everything is left to the chef, the business will go to the wall.

It is to the chef's interest that the ice-boxes be clear. If there is lots of stuff on hand, he will always be worrying how to get rid of it. That induces waste.

Instead, the buying should be so close, that he will always be worrying on how to manage with so little. That induces economy.

The steward must not be allowed to buy at random, because the higher the bills, the bigger the rake-off.

By increasing the patronage, the overhead is automatically reduced. By advertising, by giving sound values, by serving homemade breads, by featuring dietetic vegetables, and by insisting upon courteous and prompt service, the number of patrons can be increased.

All however depends upon the manager. If he is a slob, then all advice is wasted. "Like Master, like Ser-

vant!" says the proverb, and truer word never was spoken. In a restaurant the help takes its cue from the manager.

By comparing the opening with the closing stock the actual usage is ascertained. This usage should be covered by sales. If it is not, then there has been waste. The chef must be held responsible. He must show sales, or legitimate advantageous use, for all stock consumed. If he is so held he will see to it, that every order actually passes the checker. And if checked, it will be sold; because the waiter and the checker are jointly responsible for entries on the checks. Sometimes checkers make motions; these must be watched. It would not be the first time that checker and waiter worked together. Often a glass of whisky, at the right time, lubricates the bearings.

It is a well-known fact, that in easy going hotels two orders must be cooked, to sell one.

But the sheet will show all this. It works like an automaton.

Daily balances permit the pointing out of fresh losses. The blame can be placed.

By adding the sheet expenses, with the daily unseen expenses (including overhead) and comparing the total with the receipts, the daily profit or loss can be ascertained.

A recapitulation of "short" and "over" places emphasis upon unsound transactions, and permits daily quick comparisons.

The menu must constantly be scrutinized. Losses must be eliminated. In their place should be put win-

ners; read your trade-journals; buy books written on the subject; keep abreast of the times.

Kidneys, hearts, livers and vegetarian dishes are winners. Use them frequently, and serve them appetizingly. Change their mode of preparation constantly. Invent new ways of serving old dishes, use your by-products. Employ onions and green peppers. They flavor the food. Employ the cassolette and the ramequin. Push the paper-case. Use the papilotte. But above all, use vegetarian dishes.

On no modern bill of fare should the "Vegetarian Dinner" be missing. (A poached egg with different kinds of vegetables.)

There is money in vegetarian dishes, and to list them clears the ice-box of left-over garnishes. Price them attractively!

In taking the sheet, figure the coffee used. Compare with it the number of cups sold. If a pound gives fifty cups, find whether fifty cups were sold to every pound used. The checks will show it.

Then compare the price realized with the cost consumed.

Figure your overhead.

How much is your per capita overhead?

Which is the best way to reduce it?

The True Goal of the Lunch Room

By KURT HEPPE

It has often been said that restaurant men are mercenaries. The public frequently claims that restaurants are taking advantage of patrons. People assume that the eating business is carried on for profit only.

This is not so. Competition in itself is against it. Restaurant owners must supply better foods than their rivals, if they want to succeed.

It is the restaurant which does better than others, which wins out. The tendencies of the times are toward pure food. The press is helpful only to those who embrace high ideals.

To achieve success the restaurant must supply food, which is at one and the same time wholesome and beneficial. The restaurant owner is therefore held to study of the science of dietetics. Economics he learns through practice. But dietetics he can only learn through instruction.

In this connection it is interesting to note the material progress which is being made by vegetarian restaurants.

Vegetarianism in itself is not commendable. In Switzerland, where vegetarianism has had full play for generations, it has been observed, that the best human product is achieved with mixed diets.

We do not want to contradict the statistics of vegetarians. Perhaps vegetarians do live to a higher age

than do mixed dietarians; perhaps they are more persevering; but the mixed dietarian is the better man.

What the restaurant must guard against is the service of a one-sided diet. And also the service of denatured foods.

Tendency among modern food producers has been to refine the foods; to make them tenable and transportable they have removed many integral parts of grains. To make them more profitable they have left them without sufficient roughage.

While it is true that bran is more economical in the animal than it is in the human, owing to the fact that the animal digests cellulose, while the human does not, yet, the fact remains, that the human intestine will act vigorously only when supplied with that very roughage which it can not digest. It is therefore of the highest importance that the patron be supplied with foods which contain mineral salts, nutriments and roughage.

The general public is beginning to understand this phase of the restaurant business. And the wise and progressive restaurant man is beginning to show an interest in this line of his work.

To produce the best results he must supply himself with recipes, which unite the elements of success. This means, he must acquire recipes, which provide well flavored food, as cheaply as they can be produced, yielding at the same time a maximum of health-giving properties.

This is a large program. But the owner who adopts it, is taking out a safety policy for the future. He is safe in every direction.

He protects himself financially, commercially, competitively and altruistically. He becomes a benefactor of mankind.

The trouble with restaurant-food just now is, that it is frequently unscientifically prepared.

Much has been written about dietetic values. In New York, where scientists and cranks live side by side, much has been done for the restaurant man. One man has spent a large fortune working out recipes, which embody all the principles of virtue for food. He has been much encouraged. The press has given him much free space. His eating places are the glory of New York. His collection of recipes are a wonder of dietetic achievement. His name is well known. It would pay progressive restaurant men to get into communication with him.

The restaurant of the future will undoubtedly be a place which people will go to repair bodily waste. It will be a preventative refectory. Prevention is better than cure; so the worth-while restaurants of the future will work hand in hand with medicine, to prevent disease, rather than cure it.

In the preventative refectory a man will eat to avoid disease; he will eat there, because his mind will be free to be devoted to other things. The restaurant owner being a scientist, the patron will leave it to him to do the worrying about his bodily ills. It is unwise for a man to keep his mind focused on possible bodily ills. In the future he will leave that to the caterer and will devote all of his time to the problems of his own patriotic line.

Some people exaggerate their own importance in the scheme of nature. A pain in their little finger is not

a national calamity and will not wreck the universe, whoever they may happen to be. But every man owes it to his family, to the state and to the firm who employs him, to remain in as good health as is rationally possible.

Man is the sum of what he eats. He is also the sum of what he thinks, plus the way in which he lives. But there is no reason why one man should be vigorous at eighty, while another should be debilitated at fifty.

The restaurant can do much to make people live to a healthy and vigorous uniform old age. The restaurant should be the educator of the home kitchen; and in all probability the time is not very far when it will be more economical for people to eat in restaurants, just as it is already more economical for many people to live in hotels, than it is for them to live in private homes. Centralization is the sign of the future.

Centralized effort represents efficiency; and efficiency is bound to rule the future. Get in the game now and be in at the ground floor.

Of course, good food costs good money; and it is not always possible to teach the public this lesson. But good food finds friends among the many. We have seen reputations built up on this platform. They drew patrons from a distance of many miles. There are many people who will walk ten blocks if they know they can get scientifically correct food.

Many people are saving for a rainy day. When one asks them what they mean "by a rainy day," they invariably answer (according to the Life Extension Institute) "Why, when my health breaks down and I get sick, then I will need that money to take care of me."

The loss and suffering that comes from such rainy days is far-reaching, whatever a man's position in life, or his earning power.

The Life Extension Institute was organized to put such rainy days out of business—to help you, as an individual, keep such rainy days out of your life.

I should like to say the same of the restaurant. The restaurant should be organized to keep the sick-day out of a patron's life. Then, and only then, will the restaurant become a national institution.

How would a chain of restaurants, featuring national health service, benefit a city or a country? I leave it to your imagination.

A restaurant man should take a personal interest in his patrons. He should appraise their individual requirements. If approached, he should be able to give an outline for improving bodily conditions. Such things are not dreams, they are in the future, and they are near at hand.

With proper guidance the individual can go on his way without a burden of anxiety. By correcting physical impairment, many conditions of irritability, grouchiness, suspicion, laziness, cynicism and general dissatisfaction may be wholly transformed.

There is no more important factor, in the general health of a people than the amount of open-air exercise which its individuals are taking. The restaurant, too, is affected by this factor. With prohibition in force, the natural conditions for the development of a healthful, national life, in which the restaurant is bound to play an important role, are given. A nation which enjoys daily vigorous outdoor exercise, will be a nation that will

be able to appreciate wholesome and scientific cookery. I therefore prophesy for America a steady and uninterrupted increase of scientific and curative restaurants.

The Modern Lunch Room

By A. E. MERRILL

Director of the Engineering Department of Albert Pick & Co.

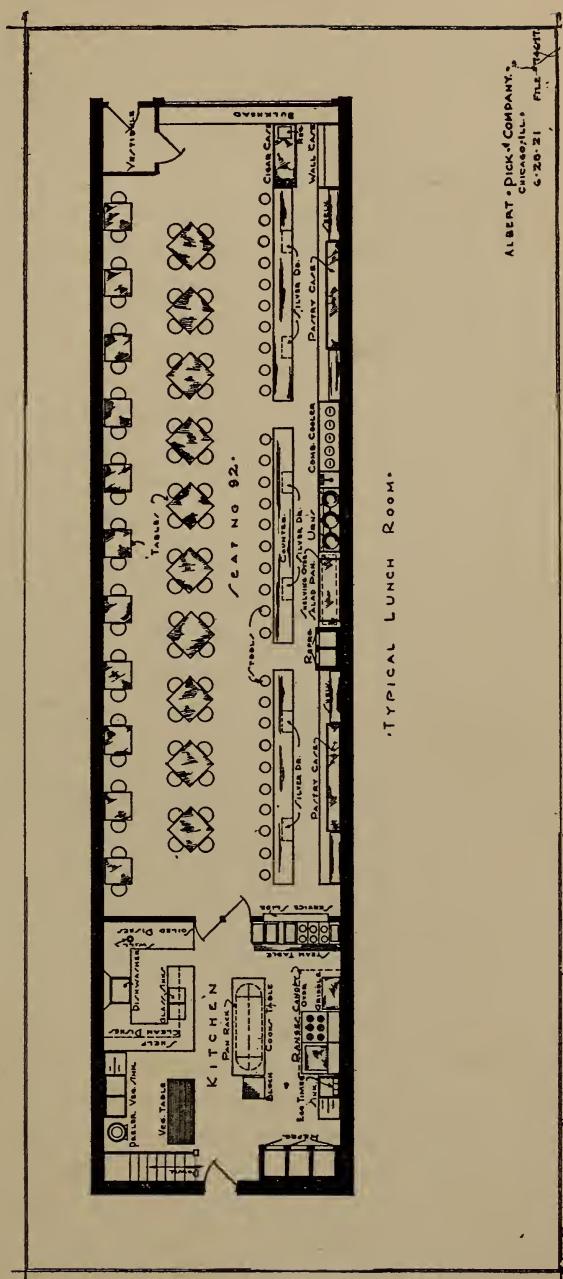
Next to the cafeteria, the restaurant offering lunch counter service in whole or in part has had greater development in the past ten years than any other type of eating place. With this development the number has correspondingly increased until any business center in any city large or small has two or more to each block, which are doing a prosperous business.

It is well to study both the change in equipment and method of operation which has caused the number to increase so rapidly and to consider the variation which exists today, together with a typical room arranged to the best advantage.

The origin of the lunch counter apparently was the depot restaurant where patrons demanded a rapid but limited service and the equipment considered necessary was a horse-shoe counter with revolving stools set closely around the outside and a long center counter between the sides of the horse-shoe. On this center counter was a large battery of urns and the balance was left as a table where bread could be cut and baskets of rolls, doughnuts and fresh fruit displayed. During rush periods cuts of pies and cakes were set out both on the service counter and center counter, also bowls of hard-boiled eggs and ready prepared sandwiches.

The Modern Lunch Room

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The customer was naturally induced to take from the assortment in sight no matter how unappetizing it might appear. The water was uniced and served with pitchers and no part of this limited menu was kept in either a sanitary manner or enclosed to keep it fresh. If the customer had time to wait he could secure an order prepared in the kitchen but generally the time element prevented this and he hastily grabbed the dried up morsels before him and ran for his train.

It is needless to state that no such restaurant could stand competition and only because of their peculiar location could or did they profitably exist. To consider any construction except the cheapest wood never occurred and to add any unnecessary equipment to properly chill drinks, salads and fruit and keep cups and plates hot was out of the question. It is sad to state that lunch counters of the above description still exist in some of the larger cities blind to the fact that this method of operation will never make for success.

The change from the above described lunch room to the modern lunch counter has been by degrees. Competition started this change, Boards of Health and State sanitary laws hastened it and today it is no uncommon occurrence to have \$25,000.00 expended in a room 22 by 100 feet seating at counter and tables all told not over ninety people.

Our friends from Greece, Italy and China deserve their share of credit also in this development and today the depot restaurant because of competition across the street is equipped with all modern devices and is finding that a very thrifty business can be obtained thereby from other than the traveling public. Nearly every commer-

cial hotel in the east has, since the bar ceased to exist, devoted space to a modern lunch counter and no matter how large the room or how many the stools they are always crowded. The Commodore in New York, starting with about forty stools, soon doubled the capacity. The Pennsylvania started out with one hundred and twenty-five stools and could fill at noon and night twice that number. The Hotel Cleveland has four complete horseshoe units, each seating about thirty people, and no architect today is preparing plans for hotels without devoting space for the lunch room.

The change from the cheap wooden counter without any equipment was manifested at first by adding a white glass top to the old lunch counter and putting in a combination cooler, consisting of an insulated galvanized tank with ice and water chamber in center and milk and cream chambers at the sides. There also were supplied elevated shelves over the center counters and on these were placed covered glass plates with cakes and pies protected from the air and flies.

Later on it was discovered that a certain amount of hot dishes could be profitably and quickly prepared and facilities for making cakes, waffles and serving eggs and toast were added on the kitchen side of the partition with a slide opening between this and the counter. There also was included a steam table so that a certain number of entrees could be shown on the bill of fare. This gradually has developed piece by piece and item by item until the modern lunch room of today represents a complete equipment with every possible device for convenience in serving and preparation of good, wholesome food. It is unnecessary for the State Sanitary Examiner to look

over the average lunch room for the reason that it is kept immaculate from the time it is put in, and the equipment is so chosen to make this easily possible.

In the larger hotels and depots the shape of the room is generally such that it will permit of the horse-shoe counter in multiples with the center serving counters between and each horse-shoe unit is a complete little restaurant in itself and is supplied with facilities for serving ice water, ice cream, coffee, pastry, salads, etc., from its own station with only the entrees and short orders to be secured from the main kitchen.

By far the most common type of lunch room is a long narrow room varying in width from some fifteen or sixteen feet to twenty-five feet and in length from seventy-five feet to one hundred and fifty feet. A good average size room which is well proportioned and most common would be twenty-two feet in width and one hundred feet in depth. This preferably should be a first floor location with a side entrance and twenty-five feet can be taken off for the kitchen, leaving approximately seventy-five feet for the dining room. It has been found far more profitable for an all-day business to combine table service with a lunch counter service as this insures a longer daily operation and requires but very little additional help. The idea of the lunch counter itself is to insure rapid service and to make this a possibility the equipment should include everything that would be required to serve a complete meal, with the exception of the steam table and range. Even these are added in some lunch rooms but as a general thing the odors which arise and the heat which they cause render this an objectional feature.

If we would start in with the bare walls of this room our first consideration would be to build a bulkhead at the front window covering at least sixteen or seventeen feet of space and the remaining corner should be a storm and screen entrance with a door opening from the side. This bulkhead should be preferably provided with a glass or tile top although a finished wood flooring is equally used. Back of this bulkhead should be a railing provided with a neat curtain on rings and all that this bulkhead should be used for is one or two palms at the end and one item of food a day, such as a beautiful cake or a sample of roast or some particular feature of the day's menu.

The walls of this room should be wainscotted to a height of 7 feet 6 inches with a marble baseboard all around the room. A great deal of tile and glass wainscotting has been used but it is too common and too cold in its effect to be most pleasing and a good three or five-ply veneer of quarter-sawed oak, mahogany or gum-wood, makes a beautiful room and far more harmonious in effect than the glarey glass or tile. The counter would naturally be made to match the wainscotting both front and back and should be provided with glass top.

A room of the length above described conveniently lays out the following fixtures as shown in the accompanying diagram: Three 20 foot counters seating ten each; one 6 foot cigar case and cash register stand with a 6 foot wall case back of same; two 20 foot back counters supplied with sliding doors and drawers below with $\frac{3}{4}$ inch glass top, and above each of these back counters a series of three white glass shelves 5 feet long and 7 inches wide, and two 10 foot plate glass pastry cases with

frameless glass sliding doors. Between the two back counters are arranged the entire serving equipment of the front room, which consists of first a combination cooler which serves ice water, ice cream, milk, buttermilk and sweet cream. It also has a small refrigerator compartment below the draft arm where four trays of butter chips are kept and beneath this a small storage compartment for keeping uncut butter and a few other items that are desired to be kept free from contamination of other odors. This fixture should be built with a copper lining, having a 2 inch sheet cork insulated wall, fastened to a metal framework with the sides covered with white glass or porcelain. The trimmings are nickel silver and the entire top of the fixture is of nickel silver with the covers over the packing cans and ice cream cylinders of the same material. Such a fixture should have a series of glass tumbler shelves of white glass overhead and preferably be supported off the floor upon 6 inch white porcelain shoes, the same as the back counter and front counter to afford easy access to the drain and water pipes.

The fixture next to this is an urn stand and cup warmer. This should be open and of the same appearance as the front of the cooler with nickel silver trimmings and should be furnished with two heated shelves, open, without sliding doors and supported on the 6 inch white porcelain shoes. The top of this stand is of nickel silver stretched over steel with a perforated drainer across the front, and on top of this should be a massive battery of coffee urns, consisting of two eight or ten gallon coffee urns with one central twenty-five gallon hot water urn connected to both water jackets and coffee re-

ceptacles of each coffee urn with suitable valve and nickel plated pipe. The water urn is protected against injury by a double acting safety valve, eliminating the danger of collapsing or explosion.

Next to the coffee urns is a refrigerated pan with a storage compartment beneath same built entirely of metal, having an ice pan with double wall, cork insulated, between and like the remaining fixtures, all exposed front portions should be of white porcelain with nickel silver trimmings, and the working parts of salad pan including sides, base and removable false bottom of heavy nickel silver. Over the top of this fixture is another display shelf supported on the edges of the pan by nickel plated framework and it is the purpose of this pan to serve rapidly salads, melons, fruits and other things that it is essential to have properly chilled and close at hand.

Adjacent to this fixture is a white porcelain covered ice box with white porcelain exterior and interior, with nickel silver trimmings. In this box are kept the remaining cold dishes, such as puddings, some sauces and fruit which when exposed deteriorate and are unfit to be served.

The two back counters at either end of these fixtures have storage space below, with sliding doors, for wrapped sandwiches, cereals and a vast other assortment of foods which constitute part of the lunch counter menu. The shelves above are principally for display purposes only but can be used for a certain amount of foods ready to serve providing the law permits, and the top of the back counter can be used for certain cuts of pies and cakes during the rush period only. Two 10

foot pastry cases with sliding doors offer suitable facilities for keeping in a proper condition the necessary amount of French pastry, cakes, etc., which do not require to be chilled but at the same time do require to be protected from the weather and insects.

Back of the cigar case and cash register stand should be a 6 foot tobacco case for selling cigarettes, tobacco, etc., in which line a very profitable business at any lunch counter can be secured. On the other side of the room ten four-chair tables and eleven two-chair tables are provided. The choice is about equally divided on these tables between an unfinished white top, using linen, and the white glass top to match counter top, with probably the preference being given to the white glass top tables. The location has a great deal to do with the decision on this particular point. The entire paneling of this side of the room should either be supplied with an abundant supply of coat hooks or a continuous coat and hat rack combined to provide suitable and ample place for coats, hats, furs, packages, etc.

This practically completes the equipment of the front part of the room and as you may guess each piece of equipment has been created because of the customer's demand for immediate and correct service. He has no sooner seated himself at the stool than a glass of ice water is placed in front of him and he generally is familiar enough with the menu that he does not have to consult this in order to have brought to him what he desires and what he sees displayed in the cases in front of him.

The kitchen equipment is just as important as the dining room equipment. In order to make for success it should consist of at least an 8 foot steam table with a

soup tureen, three meats, six vegetables and gravies, set back of a slide opening directly to the counter, and this steam table should rest upon a suitable dish heater beneath to keep the dishes properly heated. Adjacent and at right angle to it is a 36 inch cake griddle and toaster with an egg boiler handy, two sections of range, a cook's table at least 8 feet long by 36 inches wide, with a sauce pan rack over, a butcher's block, a sink and a large service ice box at least $7\frac{1}{2}$ feet by 3 feet. These all should be arranged on one side of the room.

On the opposite side is a dishwashing pantry 12 by 8 feet, including a small dishwasher, silver and glass sink and spacious metal tables. As stated in the first part of this article, the choice of location should insure a first floor location with unoccupied basement beneath. Consequently, a stairway should be provided leading to this basement and a large storage refrigerator, store room, locker room, etc., should be located in this basement.

The same side of the room as the dishwashing pantry should include a large vegetable peeler, cutting table and vegetable table with a central door leading to a supply platform leading into the alley where all merchandise can be received.

This kitchen should be supplied in addition to this slide opening above the steam table with a double set of doors swinging from a central post at least 30 inches wide. The cook's table should be provided with an elevated serving shelf at least—if not an elevated dish heater, to give the waiters taking care of the tables a convenient chance to come and go in taking care of their orders.

There are, of course, large variations from the

above described standard equipment which can be made and each operator who has been in business for any length of time has his own peculiar idea as to what constitutes necessity and success.

The writer wishes to assure any prospective proprietor of a lunch room that such equipment as here described in any good location in any large city has never been known to fail when properly accompanied with good stewardship and good cooking.

To Get the Business and Keep It

All Restaurants Should Advertise

By F. A. PARTENHEIMER

There may have been a time when eating places were few and far between, that each one of them secured all the business they could either handle or desire.

The collage consists of several vintage newspaper clippings for "Plaza Lunch" restaurants. The top left ad features a woman holding a tray of food and includes the text: "APPETIZING Dishes of puddings, jellies, cooked fruits, baked apples; cuts of pies and French pastry greet you attractively at the Plaza. Solid food to accompany a little price. Always open, and a private room for the ladies." The top right ad features a woman holding a tray and includes the text: "PLAZA PLEASES WOMEN Many ladies lunch here daily because we offer the customers such high, prompt, cafeteria service and absolutely pure food, prepared especially in the most hygienic manner. Our Alabamas are always open for inspection by the State Health Department. Visit our new store."

The middle section contains several more ads, each with a different illustration of waitstaff or food preparation. One ad on the left shows a woman holding a tray and includes the text: "QUALITY FOOD Some come here especially for Plaza coffee, in proportion exceeding any other in their pantries. Others, who are not so fond of coffee, find many things just as delicious. We have, too, that we consider the best, a special appetizer which is usually served after breakfast. You can enjoy joining a group of substantial men and women who lunch here daily because of the "Good Food at a Good Place". Always Open."

On the right side, there are two more ads. The top one features a woman holding a tray and includes the text: "PRESERVE YOUR DIGNITY In no other cafeteria can you hang up your hat and coat, sit at an individual table, and yet be in no danger of being seen in a "uniform". Such a place is popular among the well-to-do, the cultured, others to whom it is important to be seen in style for your enjoyment of quality food and service at a moderate price."

The bottom section contains two more ads. The left one features a woman holding a tray and includes the text: "COURTEOUS ATTENDANTS add to the enjoyment of the food you're having here. Good Food at a Good Price means more. We're as particular about the surroundings in which you eat as we are about the quality of the food served. You may be sure not only handling food well, and as nicely prepared as you choose."

The bottom right ad features a woman holding a tray and includes the text: "Plaza Lunch 24-26 STONE ST."

No. 1

But in the present day of lively competition, when labor saving devices so largely solve the question of

help; to fill every chair and table, it is necessary to tell by the printed word why the food one serves is preferable.

Whether you conduct an armchair-self-serve establishment, a service a la carte, or a cafeteria, it is certain that a modest expenditure in frequent newspaper advertising will pay anyone and pay you handsomely.

In food advertising, the writer has had quite some experience—originally putting a now noted breakfast food on the National market and into millions of mouths eventually. This experience applied to the agency service field naturally drifted to successful restaurant advertising. So I believe a little history of restaurant advertising experience along with actual example of the work which accomplished results will be of vital interest.

The first example shows ads of the Plaza Lunch, which were run in 28 lines of space three times a week in four newspapers for a period of three months. While the space occupied by each was only two inches, you see by the means of strong illustrations they were made to stand out and attract reader attention. Since this restaurant was built and fitted up by a wealthy clothing manufacturer for speculative purposes, the instance is cited because it so clearly proves what the power of advertising is able to accomplish. He wished to sell, but must first get the people coming, for the establishment was located on a side street, away from frequent travel. But they came from these small appeals and would not have gone out of their way to eat by any other means. So it was only a small space of time before he was enabled to sell out at a handsome profit—simply because he had made his place popular through advertising, and,



No. 2
eating place in "The Quality City," who were first to introduce ice skating as a high grade dining attraction, have from time to time employed dignified copy to announce their regular menus and orchestral attractions thus: No. 2.

Therefore it was comparatively easy for them even before dry laws became prohibitory to convert their regular bar into a first-class delicatessen, which they announce frequently in their usual quaint tyle,

as in No. 3. of course, a satisfactory service to back it up. This, perhaps, is a rare cause for employing newspaper publicity, but clearly shows only to what ends advertising may sometimes be employed.

The Odenbach Hofbrau, undoubtedly the most famous



Announcing Friday Specialties for Your Home Table

Here you can obtain palate pleasing delicacies to arouse the family appetite on "Meatless Day"—both economically and well.

FOR INSTANCE.

Crab Meat Salad	Clam Chowder
Cold Slaw	Lobster Salad
Deviled Crabs	Potato Salad
Shrimp Salad	Oyster Loaf
	Salmon Salad
	Cold Salmon with Mayonnaise
Stuffed Tomatoes	Smoked Sturgeon
Greek Salad	Smoked Salmon
Crab Ravigote	Fish Cakes
Soft Shell Crabs	Marinate Herring

Or this special offering for Friday

WHOLE BOILED LOBSTER WITH MAYONNAISE, FIFTY CENTS

You can see all the above dishes on display in our refrigerator display case—ready to take home.

In short, any of the ready-to-serve dishes on the Hofbrau menu are on sale in this Delicatessen de luxe



No. 3

In showing these examples, it is purposed to impress upon any restaurant proprietor that he should evolve or have a good artist prepare individual designs for newspaper illustration that should be both original and distinct of his particular business. And in this way the cumulative effect of all his advertising will be two-fold. Have your name and address stand out in a distinctive lettering which no type alone can lend; and you will get reader attention at a glance, for you cannot count on only a certain percentage of people who will desire to wade through all you have to offer, and even then they must be hungry or wish to cultivate an appetite.

Just to show how your advertising may be kept seasonable, the advertising of the Four Rockaways is illustrated, and thereby hangs a tale. See copy No. 4.

Mr. John T. Kenealy has built up this chain of restaurants from one to six, in the space of only seven years; and undoubtedly his persistent publicity was so successful that it enabled him to eventually open up a new and higher class restaurant than his four self-serve places. He was advised, when he thought of calling this one "The Fifth Rockaway," that if his new venture was intended to cater to the better class of trade he intended it should, that to lend it that name would make any man feel like taking his wife into a "Five and ten cent store for a sealskin coat." So he gave the new place his own name and announced its opening thus: No. 5.

But he was wise enough to follow it up with most attractive advertising in smaller space like this: As illustration No. 6.

**HEAR YE!
HEAR YE!**

**SANDWICHES
FOR PICNICS**

and auto parties can be obtained at the Rockaway, 25 Main St. East, at any hour, day or night.

At this store and also at the ROCKAWAY, 4 Franklin St., we maintain complete refrigeration plants where ICE COLD WATER-MELONS are on sale.

THE ROCKAWAY SODA FOUNTAIN at 55 Main St. E. will cool you off with A BIG 16 oz GLASS OF GINGER ALE, etc.

Lauall

Salad Days Are Here

A good salad is always refreshing, but it is especially enjoyed during the summer when one's



Pure Food for Hot Weather

Now, more than ever, you should be particular about the quality of the food you eat.

The ROCKAWAYS realize the danger of hot weather and have redoubled their efforts to make certain that everything is strictly fresh; and anything you select at any one of our four restaurants you can rest assured will be entirely wholesome.

You can't afford to be careless, so

"Make Your Way to
A ROCKAWAY"
and warm weather will bring you no trouble.

**BUSINESS AND
PROFESSIONAL MEN**

Quickly learn the advantages of eating at a ROCKAWAY.

If you're fond of good coffee, a real sandwich, and pie à la mode, well, and one of the four ROCKAWAYS is worth your while to try. "Make Your Way to a ROCKAWAY."

FOUR FOUR

Lauall

Pies at the Rockaway

are always blissing. We make 'em ourselves—that's why. Half of those who lunch here, make it 'la mode,' but its added goodness isn't all necessary. And do you know you can take a whole pie home? One like you've sampled? Surely if you can save, the wife baking these wifey days, there's a blessing awaiting the thoughtful man who brings home a Rockaway pie.

Yet, you can get a fresh baked home-made pie any day you want. "Make Your Way to a Rockaway."



The Weather is Here

when you "just feel" nothing other than a desire for something with bread or coffee will satisfy. So glance over our menu of

Summer Sandwiches

Lettuce and Mayonaise
Chicken Salad Sandwich
Watercress, Chives
Lettuce and Tomato
Olive and Egg, etc.
Sandwiches served cold, crisp, and with pie à la mode, you'll never leave the ROCKAWAYS without having had proper food for warm days.

"Make Your Way to a ROCKAWAY
and feel fit."

*Rockaway
Lunches*

23 MAIN ST.E. 55 MAIN ST.
1/4 STATE ST. 4 FRANKLIN ST.

MOTOR LUNCHES

Each of the four ROCKAWAYS make a specialty of putting up dainty and substantial lunches for motor car parties. All kinds of sandwiches, salads, soups, pie, fruit, etc.—whatever you want.

Any time you're headed for the open country, and feel like missing a meal at home, yet fix you up with proper "eats" to take along, just drive up to any one of our four stores—our service will not keep you waiting.

Rockaway

YOU'LL SAY SO

Even your order for "half and half" tastes good and "goes to the spot" at a ROCKAWAY. Or we will supply and serve you with everything that you may desire. Cakes that fairly melt in your mouth, ice cream that is rich and velvety—or enticing salads and dainty sandwiches. Try us and see. We aim to serve real appetizers in the way of food.

"Make Your Way to a ROCKAWAY"

IF PRESSED FOR TIME

and you want a substantial meal at a reasonable price, one of the four ROCKAWAYS is handy.

If clean, wholesome, well-cooked food, "appetizingly" served in a "jiffy" appeals to you, "Make Your Way to a ROCKAWAY."

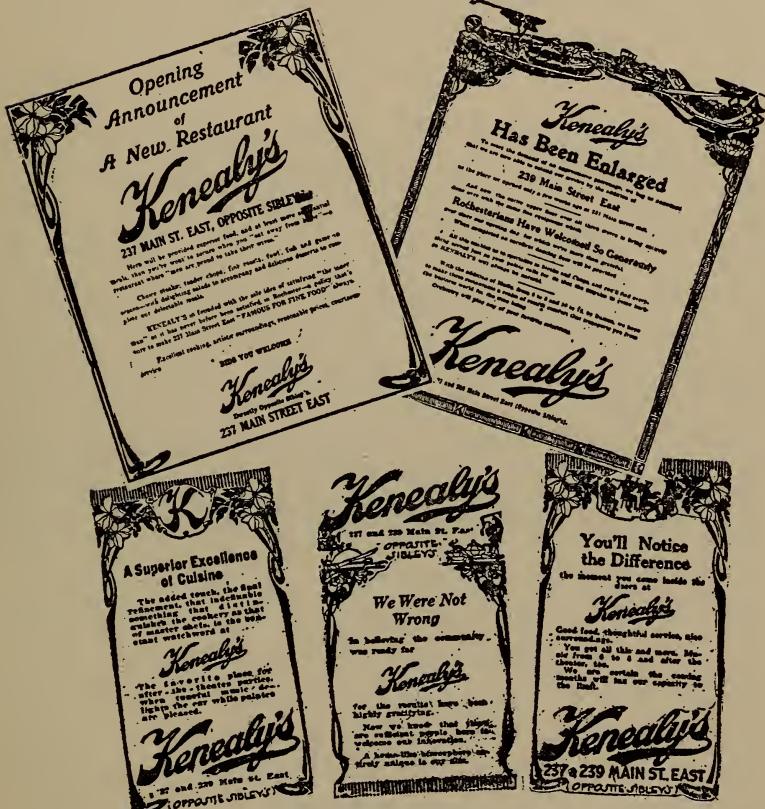
*Rockaway
Lunches*

23 MAIN ST.E. 55 MAIN ST.
1/4 STATE ST. 4 FRANKLIN ST.

However, the time came when his capacity was taxed to the very limit and he was compelled to suspend advertising until he could have the adjoining store fitted up to match the elegant appointments of the original. This done, he was quick to announce the enlarged quarters. See No. 7.

And continuous advertising three times weekly has been appearing in the four daily newspapers (two morning and two evening) daily at gratifying results ever since. As in No. 8.

Right here is an advertising axiom that should be indelibly impressed on everyone who contemplates a paying publicity campaign. When you get them coming to tax your capacity, do not for one moment think that you can discontinue your ads and still retain all your trade that your advertising has brought you. The main purpose of advertising is the creation of good will, and it is as necessary to keep up the lively interest and faith of the trade you already possess through continuous advertising as it is to throw open the doors of your eating place each day. In support of this statement, which has been proven again and again, witness all the big National advertisers who were not able to deliver a single order during the late World War. Did they quit? You know they did not—they kept up their advertising all the time in even larger space and told the consuming public frankly that they were engaged in supplying the needs of our expeditionary forces, and therefore could not begin to supply the civilian trade; but went on and on to state and reiterate that their quality and service should be borne in mind and not forgotten until such time as they



No. 5 and 7 at the top and No. 6 at the bottom

could manufacture on a peace basis; and this was simply the retention of good will which had cost them millions to create and acquire—no one can possibly afford to lose that one single effect of advertising.

To those of you who specialize in sea food during the fall and winter months, the announcements of The Oyster House, reproduced above, are alluminating and give you a line on the proper form of approach. Always



No. 8

remember there are many points about your service that the public are interested in; but you, yourself, might overlook as inconsequential. It is therefore advisable as well as profitable to hire an experienced advertising man to write and prepare your copy, because he looks at and through your business from an outside viewpoint, and can readily pick out all those features that are newsy and are bound to appeal.

Note illustration No. 10.

Consider the subtle warning at the head of the No. 10 announcement: "Their advertisement is not ad-

dressed to City Folks—so why waste your valuable time reading it?" And, of course, everyone of them waded clean through it to find out why they shouldn't. Likewise the farmer reader for whom it was intended, was equally curious to know.

And now for those who employ the famous Rotisserie Process for the roasting of fowls and game, whose

The Great Variety
at Fresh Sea Food Restaurant
THE OYSTER HOUSE

makes you to adding more pleasure to your meals, and prepared with all convenience and economy. Our many fine Clams, Chowder, Oysters, Soups, Fish and Game are in this restaurant.

THE SHELL OYSTER HOUSE

Will Be Served To-day for \$1.00
The following will be served:
Choice of Little Neck Clams or Blue Point Oysters
One-half of Chicken Lobster
Broiled Lake Ontario White Fish
Creamed Potatoes Celery
Rolls and Coffee Cherry Ice Cream

Our fresh Sea Food and the extreme care of particular persons who appreciate quality and convenience make our oysters and clam chowder from the shell to order.

**EAT YOUR SUNDAY DINNER
AT THE SHELL OYSTER HOUSE**

Will Be Served To-day for \$1.00
SPECIAL SUNDAY SHORE DINNER

**Many a Ruined Dress
and Overcoat**
has been paid to the door of
"The Old Fashioned"
Paper by the Pitt!

Why you not only eat your
Oysters at THE SHELL
OYSTER HOUSE, but you get
them in "Overcoat," which
can be slipped
into the handbag and packed
with never the possibility of a
leak to give a "ruined dress."

With considering, but I
will certainly wish making
this year
SEA FOOD HEADQUARTERS
every oyster is opened daily.

Little Neck Clams
steamed, fried, stewed, in cream
or on the half shell. "How's your
bay," we make no difference at
The Oyster House

where fresh from the ocean and
food of all kinds is served day and
night.
Take home a crust of our fresh
bread the shell Oysters today.

THE OYSTER HOUSE
MAIN AND FRANKLIN STS.

Formerly **Sabins**
MAIN AND FRANKLIN STS.

No. 9

business is not coming as good or as fast as it should, there is the germ of an idea in the way The Chicken Shop builds up the family trade in general. See No. 10.

You will note that they say "100" or "112 Chickens," but, of course could supply any number; but they found from the publication of one announcement that many people bought four or five at a time; so were compelled thereafter to limit the number to two to a customer.

Today, Saturday Only

One Hundred Milk-fed Chickens
At Only \$1.50 each

THE CHICKEN SHOP
(Mechanics Building)
23 Main Street East

HAVE THIS FOR YOUR SUNDAY DINNER

The dinner set of Sir, Tom, and Trade CHICKEN will be served by our famous Milk-fed Chickens. The dinner will be served at all hours.

FOUR POUND MILK-FED CHICKEN

Wednesday-Saturday only
\$1.50 EACH

THE CHICKEN SHOP
23 Main Street East

(Mechanics Building)

To the Readers of "The Berlin"

We have just received a new addition to our line, and are now prepared to supply you with the best quality of meat for your Old Fashioned Family Dinners. We have had many requests for our Old Fashioned Family Dinners, and we are pleased to inform you that we have now added a new addition to our line, and are now prepared to supply you with the best quality of meat for your Old Fashioned Family Dinners. So when you come to our restaurant, you will find us well equipped to serve you with the best quality of meat for your Old Fashioned Family Dinners.

To the Farm and Suburban Readers of "The Berlin"

We have had many requests for our Old Fashioned Family Dinners, and we are pleased to inform you that we have now added a new addition to our line, and are now prepared to supply you with the best quality of meat for your Old Fashioned Family Dinners.

THE OYSTER HOUSE

—Main and Franklin Sts.
Cape Cod
Cape Cod
Cape Cod

WANT SEA FOOD RECOMMENDED

So when you come to our restaurant, you will find us well equipped to serve you with the best quality of meat for your Old Fashioned Family Dinners.

NOTICE

From time to time we will receive special orders for OYSTERS, CRAB, SHRIMP, FISH, etc., and we will be pleased to supply them to our patrons.

WE ARE PLEASED TO ANNOUNCE THAT WE HAVE RECEIVED A SPECIAL ORDER FOR OYSTERS, CRAB, SHRIMP, FISH, etc., and we will be pleased to supply them to our patrons.

STRANGE AND UNUSUAL DISHES

When you come to our restaurant, you will find us well equipped to serve you with the best quality of meat for your Old Fashioned Family Dinners.

No. 10, 11 and 12

In conclusion, I have attempted to answer the question which is probably in the dark recesses of every restaurant proprietor's mind: "Why should I advertise?" And if I haven't proved conclusively that you can advertise your food services successfully, this chapter is certainly "love's labor lost."

Certainly you'll take the actual reproductions of advertisements others have done and are still doing today as ample and sufficient proof. The more unfavorable your location to the regular marts of trade, the more necessary it actually is to attempt to tell people why they should even go out of their way to profit by the regular service you render constantly. "Ain't it so?"

Cost - Accounting in the Restaurant

By KURT HEPPE

Cost-figuring is a much neglected science—in the restaurant. Where in other lines paper and pencil are always on hand, in the restaurant guesswork takes the place of knowledge.

The average per capita overhead is found by dividing the standing expense (exclusive of costs of materials), by the average number of patrons.

When dividing the average daily receipts by the average number of patrons one obtains the average check. Subtracting from the average check the average overhead one obtains the average food-cost, plus profits.

Inasmuch as patrons come into a restaurant for coffee and crullers, as well as for dinners, one must differentiate one's overhead.

Patronage may be roughly divided into three classes: dinner, light lunch and coffee trade.

Supposing the average overhead to be twenty-five cents, and the three trades to be about equally divided, then one could figure 12c for light lunch, and three cents for coffee trade.

That would bring the overhead of the dinner to 25 plus 13 plus 22, or to 60c per dinner.

This is an immense cost!

But such figures show conclusively that the overhead is a malicious factor.

How then can it be reduced?

DATE.....	Per Portion	Re- ceived	Stock Opening	Stock Closing	Used	Short	Over	Help & Kitch.	Table d'hote	Whole Sale
COFFEE—CUPS	150 cups—1 lb.									
" —CANS	3 " —1 can									
TEA—CUPS	100 cups—1 lb.									
" —CANS	" —1 can									
BUTTER										
EGGS										
POUND CAKE	2½ oz.									
BEER										
GINGERALE										
SARSAPARILLA										
PHEZ										
HOME MADE PIE										
STORE PIE										
CANTALOUE										
HAM, BOILED	1½ oz. per sandw'ch									
" SMOKED										
" RAW										
VEAL	½ lb.									
BACON										
BEEF	½ lb.									
CORNED BEEF	½ lb.									
PORK	½ lb.									
HENS, COOKED	½ lb.									
" RAW	50% all. to cooked									
FISH	¼ lb. per portion									
LAMB	½ lb.									
CHOPPED MEAT	½ lb.									
LIVERWURST	2 oz. per sandwich									
RING CAKES										
DOUGHNUTS										
WINE CAKE										
CHEESE CAKE										
COFFEE CAKE										
ICE CREAM	1-7 qt. per portion									
LUNCH—\$0.35										
" — .50										

It can be reduced by eliminating all avoidable expense; by increasing the trade, and by efficient working plans.

As in all undertakings the restaurant-man should have a very clear picture of his per capita overhead.

If he sells his dinner for a dollar, and the overhead expense is sixty cents, then he can only give thirty cents worth of food in order to make a ten cent profit.

To increase the trade, window displays are of the greatest importance. Narrow glass shelves, pyramiding backward, give the best chance to take full advantage of the show-window.

Six shelves, one above the other, can easily be placed, and an attractive display arranged; there is no apparent reason why restaurants should not derive fully as much benefit from their show-windows as do department stores.

It is true, the restaurant window dresser has not yet been developed, but his advent is merely a question of time.

Increased trade, automatically decreases the per capita overhead. That is why some restaurants are restlessly striving for more business.

What he does know is quantity, and price. So these two factors the restaurant must not lose sight of.

Buying in quantity does not make for economy. But buying small and buying bargains, is the essence of economy. The restaurant owner must always have an eye for bargains. There are bargains in everything, all the time.

Newspaper ads often lead to savings, as do also sales, auctions, overstocked warehouses, new firms seeking new business, old firms selling out, etc.

A close buyer always gets the first crack at bargains. Salesmen know they can only sell to the close buyer if they have a special inducement to offer. So they reserve their bargains for the close buyers.

Under efficient working plans we understand recipes, which give the greatest amount of delectable food, at the smallest expense;

Iron-clad rules for portioning by weight;

Exploitation of the plant;

Full use of the crew.

A profit sharing plan often does wonders!

But carefully tested recipes are the real source of wealth.

Strange that no caterer has yet published a book of really scientific and at the same time economical recipes!

A friend of mine, the other day, told the chef to make brown-rice-pudding. The chef used milk and vanilla flavor, and produced a mediocre product. My friend corrected him by steaming the rice, with water only, mixing it with raisins, which had been soaked in water over night, and, with a little salt and sugar produced a rice pudding that contained wonderful nutriment and combined with it the most delectable flavor; all at half the expense of the other.

A Money-Saving Restaurant Plan

How and Why the Rockaway Lunch Co., of Rochester, N. Y.

Know Just Where They're at Day by Day of Each Week

There may have been a time when conditions were more normal than to strike a balance monthly would have proved sufficient to determine whether a gain or loss had accrued in the conduct of the Rockaway Lunches. In fact, it is doubtful if any other restaurant people today even know to the last penny the exact condition of their individual businesses even monthly.

In former times you figured on from 14 to 20 per cent profit, but today, you are wise indeed if you net 10 per cent at most. Prices on commodities and wages of help have soared to unheard of heights —so Mr. John T. Kenealy, president of the Rockaway Lunch Co., employed the firm of McNulty & Sophie, Public Accountants and Auditors, 406 Arlington Building, Rochester, who specialize in restaurant accounting systems, to summarize his receipts and expenditures each day.

Outside of Childs' or Thompson's, it is doubtful if any other restaurant concern in the United States employs such a "comprehensive at a glance" schedule of daily assets and liabilities as the Rockaways', and we are pleased to be able to reproduce an exact fac-simile of the complete form used by each of these six Rochester restaurants.

The practical application of this plan continually suggests systems whereby cheaper costs can be attained —one already adopted being the manufacture of its own ice and installation of individual cooling systems in each

Rockaway. In face of present day laundry costs, the next step will undoubtedly be the establishment of a co-

ROCKAWAY LUNCH CO.-WEEKLY REPORT

WEEK ENDING	AT	P.M.	STORE					PERCENTAGE	REMARKS
			SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY		
Cash Received									
From Register									
Over-Add									
Short-Refund									
Actual Cash Received									
Cash Expenditures									
Cash Paid Out—Ice									
—Merchandise									
—Laundry									
—Expenses									
—Pay Roll									
—Others									
—									
—Miscellaneous									
Total Cash Paid Out									
Cash for Rent									
Credit Expenditures									
Merchandise from Storeroom									
Merchandise from Bakery									
Pay Roll not yet paid									
Renters									
Cas									
Cash									
Checks, Etc									
Ice and Cooler Supplies									
Advertising									
—									
Total Credit Expenditures									
Total Cash Paid Out									
Total Expenses									
Total Exp. Sales from Actual Cash Rec'd. leaves Gross Profit									
OVERHEAD									
To be	Break								
To be Det'd by	Break								
Breakfast	Break								
Brk	Break								
Break	Break								
Break	Break								
Total Overhead									
Net Profit									

operative laundry for the benefit of all of the "Quality City's" eating places.

It seems to us that such a record certainly cuts out all the theory and would place every restaurant that

adopted it simply on a "brass tack" basis, for there's no possible chance for "bunk" to slip in. As Mr. Kenealy recently said: "I constantly find—either by hard work or stumbling onto them in the other man's experience—little short cuts which reduce expenses enough so that they are worth while. As soon as I find one of these plans, I put it into active service. And the sum of the little economies, trifling as they may be individually, is large."

Incidentally, this company figures on spending but 2 per cent of receipts on advertising for more. So it seems to us that this is a splendid idea for you, too, to keep after both the little and large operating economies and find your savings as great, not at the end of the year, but at the end of each week or day, as those of the manager who is interested only in major profit.

How About Your Costs?

Many restaurant men vaguely figure that they should charge double the cost for food served. In other words, every dollar spent for food supplies, should bring two dollars when the food is served. This sounds very simple and profitable, but that dollar's worth of food has usually a long journey before reaching the customer's plate. We wonder how many restaurant men realize that out of the dollar charged for converting the raw foodstuffs into a palatable meal, that probably twenty-five cents goes to the help for labor, that perhaps ten cents for linen service, to say nothing for general overhead expense, such as rent, light, etc., not to mention interest on the investment, and depreciation. What is left is profit if you do not figure your own salary. Believe me, when I say your half of the two dollars has shrunk some when you get what is left. It behooves the restaurant men to study management efficiency. Find out where you are and if you are not making a reasonable profit, raise your prices, where that is not possible other adjustments may be necessary.

It's only a few years ago that printers had no more idea of their costs than children. They know about how long it took a type setter to handle a job, figured the two, labor and material, and gave the customer a price. After a while the printers got together and secured a crew of experts on costs. These men overlooked nothing in plant operation. Every item was considered, aver-

aged, and schedules were prepared. The most surprised individuals were the printers themselves, for most of them never before realized that they had been undercharging while sincerely believing they were making money. The customer was unintentionally getting the benefit. Today printing in many localities is more than double that of five years ago. While, of course, some of these increases are due to higher labor and material cost, yet the average printer today knows when he makes a price that he must consider besides actual cost of work, also interest on his investment, his general overhead and his depreciation.

The restaurant owner having, as he does, a high depreciation, should make a liberal allowance for this. His depreciation does not always mean his furniture, fixtures and equipment wearing out, but the replacements constantly necessary to keep a place down to date.

How My Commissary is Operated

By E. W. EDDY

The One Minute Restaurants, Madison, Wis.

Some twelve years ago while the ambition to run more than one place was paramount, plans were formulated to build a central plant, from which a number of restaurants could be furnished with hot cooked food, also a line of cold victuals, all to be delivered at stated and regular times, by wagon or auto. For this purpose, transfer food trucks to be heated by gas were ordered made, like large roll warmers on wheels. Also specially constructed commissary auto trucks, with drop axels, into which these food trucks could readily be loaded from the sidewalk. The auto truck or commissary wagon to have a separate compartment for bakery goods, which it was thought necessary and convenient to carry at the same time. The Codington Circuit Restaurant system of New York City was a working model after which we patterned.

So a three story building, with an ample basement extending into vaults under the sidewalks, at both front and rear, was built on a site which has two street ends, affording a good home for all departments essential to a well balanced restaurant circuit culinary and commissary. Here then, on the entire third floor is discovered the kitchen with its adjoining subsidiary storeroom and vegetable room, a private room for the chef, and clothes closets for his assistants. The equipment conveniences

are many; labor saving machinery is installed wherever practicable. An electric elevator puts the kitchen next room to all the floors, and in many instances much better than to be actually in close proximity to another department.

The second floor contains a bake shop, equipped with a two decked portable oven, a dough mixer, cake mixer, a bread crumber, steam custard cooker, and gas hot plates for cooking various fillings, and making fried cakes, together with the usual line of furnishings, which a regular baker needs. On the same floor is the laundry, with a washing machine, an extractor, and a mangle. The balance of this second floor is occupied by a cozy office, and a store room with a supply of kitchen utensils and a stock of linen and silverware for immediate issue. The bake shop especially is of easy access to the electric elevator, besides which a dumb waiter connects the bake shop with the kitchen proper and the first floor below.

The ground floor facing the main street has a self-served restaurant as one of the units, occupying a little over a half of the area. The balance of the floor space facing the street at the rear is used as a meat cutting shop, with its refrigerator and fish boxes, and a general transfer room for all the places. Here all telephone orders are received, where such become necessary, for the house adheres to the written order closely, furnishing printed forms for that purpose. An iron canopy extends to the outer line of the sidewalk, protecting incoming provisions from rain and shielding the work of transfer in the loading and unloading of the food truck. Noises foreign to the work of other departments are confined

to this department alone, and are largely outside the doors of the transfer room proper.

The basement has many uses, a milk room where is also a large storage refrigerator. The grocery store, with a considerable stock necessary for constant issue to all departments, and a line to the unit places. A potato and vegetable room, with its power peeler, a boiler room and coal vaults. Connected with the boiler room is a built-in paper burner, which reduces a wagon-load of soiled paper, wooden barrel hoops and much litter to a few shovelsful of ashes. From the basement up, two chimneys and a large ventilating flue in the center, serves the three floors and basement with a quick ventilation and a strong draft.

A feature noticeable in connection with the furnace room, is the iron lined ash truck, with its side boards and break endgate, which will hold one and one-half cubic yards of ashes, this is rolled on to the elevator when filled, and transported in the commissary auto to the dump, where it is half dumped, half shoveled. As a labor saving and convenient mode of disposing of ashes, we have other Yankees to hear from.

Issues are made from written orders, by written requisitions, made more official by the time of day being noted on same. All department heads, keep carbon copies of orders and requisitions for their own reference, while the pencil copy follows the requisition or goods to its destination, and thence to the office. Occasionally a daily invoice and balance is made of the milk and cream, fruits and perishable vegetables; and a weekly one of the meat; and at all times a monthly invoice, and balance of the groceries, at which time an invoice is made of the

stock in each of the places, whence the regular monthly report is compiled. In this connection it may be of some moment to many to know that the entire culinary output has for months together, largely as an experimental matter, been computed at so much per pound, for all victuals, hot or cold, sent to the places; charging them up with the same and crediting them with the check-back. The success of this depends upon the standardization of the recipes and the exact manner of handling provision in the kitchen.

Turning to the kitchen and its manner of turning out dinner and supper specials, there is of general interest—otherwise it is like all other circuit restaurants—and that is this—the holding of food in the asbestos lined food trucks, which stand near the ranges and steam cookers. These trucks, which have large stationary wheels at one end, and smaller swivel wheels at the other, are attached to gas and remain heated until time for transfer. Disappearing doors on two decks and sliding doors on the lowest and most spacious compartment, receive the cooked food as it comes from range or cooker, or bain marie. There is no more approved way of holding victuals hot than in a large roll warmer built for this purpose. Such a food truck, asbestos packed, and lined with an aluminum composition sheet metal, can be loaded into a closed auto car and transported on a cold day without lessening the palatability of the food.

In this connection you may naturally ask to what extent short order work is done at the central plant. There is nothing handled at the culinary, which can readily be left to the individual places of those items which

should come "right off the fire." True, many supper specials heretofore thought necessary to be cooked to order, may be subject to a manner of handling. A Swiss steak will supplant a beefsteak for quick work, as will liver saute for the more customary fried liver, which a short order bill supports. The line of short orders is always sufficient and rather to be discouraged in favor of the ready-to-serve dishes.

When a food truck arrives as per schedule, at the rear door of a unit place, it is rolled down a skid to a transfer room and immediately unloaded, with its varied contents placed in steam tables, bain marie, pie run and bean warmers. The written requisition which follows a truck, serves as a bill of fare for the manager to use as copy for immediate use. The special items are written on large blackboards facing the trade, and when a special is gone it is erased from the board, which saves any customer the agony of always wanting that very thing.

Much as the culinary prepares its output, so are the bakery goods scaled and baked to suit the trade. The cut meats made ready on trays for immediate use weigh to one quarter of an ounce, if necessary, placed in orders, covered closely with parafine paper. The grocery department, too, in many ways making its line ready to serve, and issuing only for a few days use, or often for only a day, thus keeping the control at home. The laundry with its fabric napkins—a feature, coats and aprons, kitchen aprons, dish wiping towels, counter towels, and grease cloths—to handle quickly and to count back is a great gain over the long wait for the regular city laundry wagon to come.

Many of the advantages of the circuit restaurants of a large city are enjoyed consequently in a town of fifty thousand people. There is a division of labor and a specialization on the whole, which brings good results and a pecuniary advantage to an extent over an isolated place. On the whole, there is a saving of foodstuff at the storeroom and another saving effected by the check back from two places, often being enough for a third, if used the next meal. To have one judgment exercised in the disposition of the check back, by a chef, the life of which could not be supported in each of the places, is of as great advantage as the uniformity of cooking, that is secured out of the factory kitchen—the culinary.

As for equipment the unit places do not negotiate the line of the central plan, where volume of business permits machinery and a manner of handling, due to the feeders depending on its regular issue.

Just what are the many side lines furnished by the culinary, is not to be mentioned here, so much by us, as the general fact established by our experiment, that it has promoted a simplification of the work in the individual places so that a girl working forty-eight or fifty-five hours a week can cover integral parts of the days work, and so maintain a system of watches that are similar in all the places. Much of this is effected by the arrangement and construction in the unit places some of which may be peculiar to us, but on the whole, the coming and going of the food truck brings in and clears away so unceremoniously what takes so much time and adds confusion to the ordinary restaurant—the preparing of the dinner and supper.

Perhaps nothing is more a calamity than to have the power elevator at the central plant stop between the floors when a food truck is on its way, with but fifteen minutes to reach its destination. It certainly is no time to go to sleep. But like many other tight places—tighter because no provision has been made for the emergency. Time has demonstrated that the plan is practicable, and the advantage much greater than the risk.

We have three establishments with another contemplated. During one month we served 38,177 meals in all three places. To do this required \$2,000 worth of meat, 900 dozen eggs and 25 barrels of flour. We employ 30 people with wages ranging from \$10 to \$30 per week.

Those more practical minded of restaurant men may be curious to know if we ever have accidents. Those we have had and certain accidents are a calamity, but the whole system of transfer is a matter of determination, as to method; and what is mechanical can be made mechanically correct. Local conditions can be met and have been, over a term of years.

“Ham and—”

By GLADYS E. STEVENS

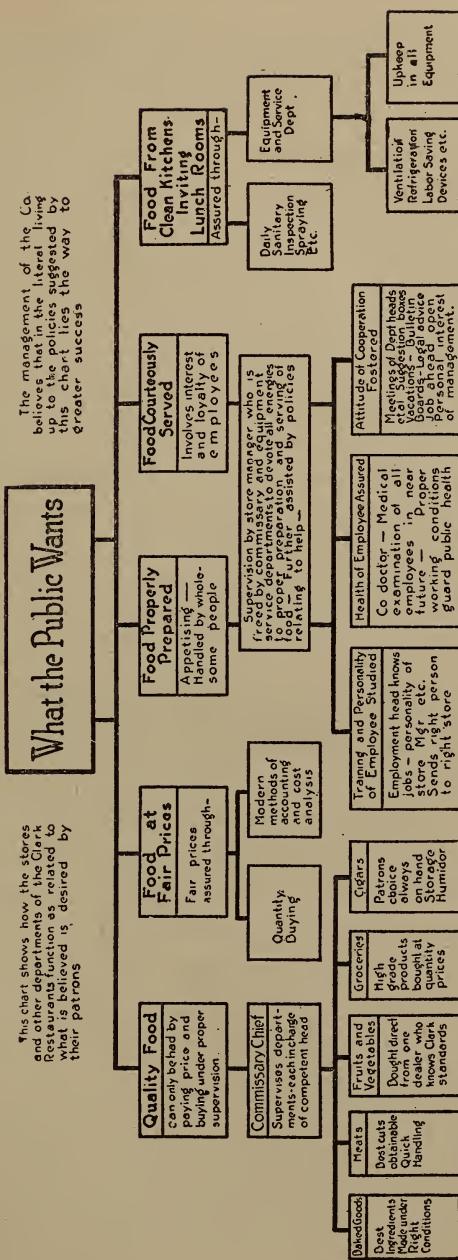
Advertising Manager, The Clark Restaurant Co., Cleveland

The modern lunch room has traveled a long, long way from its predecessors, but, to a large portion of the public, it still suggests a picture of mad haste and confusion, and a tough waitress calling in stentorian tones, “Adam an’ Eve on a raft—wreck ‘em!” to a cook in the kitchen who, if you get a glimpse of him, is a cross between a pirate and a stevedore. Gradually we are living down the reputation given us in vaudeville skits and the newspaper funny page so that, after a while, everybody will recognize the fact that a really modern lunch room is so remote from the old time “hash house” that it is hard to credit its ancestry.

It is not so easy as it used to be to fill in the word after the “and” in our title. There are a lot of things that the patrons of modern lunch rooms want, and the up-to-date lunch counter management is, of course, on the alert to provide them.

Perhaps the history of the growth of The Clark Restaurant Company is somewhat typical of the growth of lunch rooms everywhere, but it may be interesting, as presenting one company’s approach to modern lunch room problems—an approach which has proved successful beyond all expectations.

Our company owns and operates seven stores, six of them the counter type of lunch, and the seventh a



Showing how the different departments of the Clark Organization function with each other.

dairy lunch. All of the stores are open twenty-four hours every day (including Sundays). The six counter lunches average thirty-two stools each, and each stool averages fifty-five different occupants during every twenty-four hours. For the total number of stools, we think we are probably feeding as many people daily as any other restaurant in the United States.

The present company is an outgrowth of one small lunch room, which was the only one owned by the company eight years ago. The company has been reorganized recently with plans which provide for whatever expansion is necessary to meet the demands of a steadily increasing patronage. The stores have become so well known in Cleveland that the last three stores were visited by one thousand people the first day, with no advertising beyond a sign a day or two before the doors were opened.

R. D. Clark, president and general manager of the company, says he used to think himself 100 per cent efficient when, back of the counter in his first restaurant, he served his customers while his mind was busy on insurance, the price of beef, and numerous other details of restaurant management. Now he claims that his time is much better spent at Rotary Club or City Club or Chamber of Commerce meetings, where discussions far afield from the restaurant business suggest possibilities of organization and development which, at his office desk, would never occur to him.

The present development of the company owes its being to this definite decision that the lunch counter business—even though it was being handled on a small scale—had much to learn from big business, and that the

broad policies which large companies in other industries had adopted would pay if applied to a restaurant organization.

Giving the patrons he is seeking to serve what he believes they really want forms the basis of all Mr. Clark's plans. To the various problems involved he brings and adopts ideas suggested by the experiences of other business. In the last analysis it is believed that quality foods carefully prepared, courteously served from clean kitchens, and in inviting lunch rooms—at a fair price—sum up everything best calculated to gain and retain the good will of desirable customers. The chart we are showing which indicates how our lunch rooms and other departments function as related to the public may not tell much that is new. It is the literal living up to these clearly defined policies that is earning an enviable reputation for our company.

First of all, the public wants quality foods.

Quality foods can only be had by paying the price, and they must be bought under proper supervision, hence the important post of Commissary Chief. This position is held by A. Y. Clark, whose job it is to see that the buyers for the several departments shall not deviate from the company policy of purchasing only the best grade food products. Details of purchase are intrusted to the various heads of the commissary, which includes a bakery, a meat market, a grocery store, and a cigar department. Fruits and vegetables are all bought from one dealer, with whom arrangement has been made to supply articles that conform to the high standards Clark's has set. These department heads, who are experts in their particular line, are given instructions, frequently

reiterated, that quality must be maintained, that price is only incidental to it. Each department head is on the alert for improvements. Recently Mr. Morris Pfeifer, who heads our bakery, was gladly granted a three months' leave to attend the bakers' institute in Chicago.

Our meat department, which aims to be "the cleanest meat market in Cleveland," reduces the work in our kitchens considerably by dressing our chickens, slicing cold meats, and preparing roasts before delivery. Buying our food in this way not only insures quality, but the interests of the public are still furthered, not only from the advantage gained in price through quantity handling, but from the fact that quick turnover insures a healthful, wholesome food.

Modern methods of accounting and cost analysis, while initially, they add slightly to overhead costs, are, of course, an investment, and are another protection to the public, who, if they are charged on a fair percentage, are willing to pay for first class food. For the last six months the cost of food has ranged a little higher than is considered good business for the ordinary restaurant, but which, in the case of our company, is cheerfully paid in the interests of quality foods. This high food percentage has not meant an undue charge to the customer, for, through our method of organization, and our large turnover, our overhead cost is slightly lower than that of the average restaurant. In addition to a continuous audit inside our company, an outside audit is made every three months. Mr. S. A. Clark has charge of this department.

The public wants food that is carefully prepared and courteously served.

In the preparation and serving of food, supervision by the store manager is essential, and the managers of the Clark stores, relieved as they are of the necessity of searching the market for the food they serve and of interviewing sundry salesmen—this work being in the hands of the Commissary Department—can devote their energies to seeing that food is prepared and served according to Clark standards.

The managers are further assisted by an Employment Department which in a short time will hire all employees. Miss Caroline Hendershott, who is in charge, has come to the company after several years of experience in hotel and restaurant employment in the U. S. Employment Bureau; is now working in the kitchens of the company so that when her department is completely established she will be in a position to know what is required of each job and with a knowledge of the personality of the managers of the different stores can intelligently place applicants where they are likely to fit in permanently. A literal living up to the eight hour day for women workers, sanitary dressing rooms, individual lockers and other advantages mentioned later should still further attract the kind of employees which the public want to have serve them.

In recent years the matter of help has been the concern of many employers who have discovered that profits go hand in hand with wholesome employees. On the whole, it would seem that restaurants had failed to grasp the importance of this idea as directly contributing to their success. And from another side of the question it is only a matter of time before the public is going to completely awaken to the need of being safeguarded

from the dangers of eating foods served by employees who may be subject to any kind of communicable disease.

The introduction of a company doctor whose services are free to our two hundred and fifty employees was received with apparent indifference but since his services were offered in eight months he attended over 150 calls and office consultations. In the near future everyone will be subject to compulsory medical examination. This means that we are not only protecting the public, but as our doctor, who was a captain in the army, suggests we will find that this examination will be the best thing that ever happened to us. This examination will come automatically at least once or twice a year. We know this is a forerunner of what will be compulsory in the restaurant business before very long. We also think that the public upon realizing that they are having clean wholesome people serving them will gladly spend the few extra cents that it may cost.

Freedom from worry makes for health and it is with this in mind that every employee in our company after three months service becomes insured for \$500.00 which is increased \$100.00 every year he is with the company until a maximum of \$1500.00 is reached. This insurance also has an effect on our labor turnover. Our records show a gratifying increase in six hundred dollar and over policies. We were the second company in the United States to take group insurance with one of the big insurance companies. While we do not carry health and accident insurance for our employees, a liberal policy is maintained so that wages are paid in full to regular employees for a period of from one to twenty-six weeks.

The company is always ready to guarantee hospital bills and help in any emergency. One of the plans of our new Employment Department is to systematically call on all people under doctor's care.

The Clark Restaurant Company is the first restaurant in the United States to join the National Safety Council. The big idea of the council is of course "Safety First." They issue bulletins weekly which are put into our various departments and stores urging employees to be careful. Our State Compensation Insurance premium rate is exceedingly high. This is due to the fact that the restaurants of the State are classed as a whole and the rate of accidents in restaurants is growing larger every year. If the Clark Restaurant Company paid the State according to the number of accidents in its own stores yearly its compensation insurance bill would be cut 80%.

Mr. F. W. Brunner, Secretary of the company, in addition to numerous other duties relating to insurance, taxes, etc., is at the call of employees for advice on legal matters, saving thereby the danger of the possibility of unscrupulous lawyers who are ready to take advantage of ignorance in affairs of this sort. His services are frequently required.

Courtesy in an eating place is closely allied to the idea of hospitality and real hospitality can only grow out of a feeling of responsibility related, however remotely, with the feeling that a man has for his own home. This feeling of real interest and responsibility is promoted in the weekly meetings of department heads and store managers. At these meetings new plans are discussed, reports made showing progress in the different departments. General policies are explained. Once a

month meetings are held of employees holding key positions in the stores which include, beside the store managers, the bookkeepers, cashiers, head chefs, head waitresses and others. These meetings are of value not only because they promote a friendly feeling down through the rank and file of employees but because of the inspiration they give to those most closely connected with the policies of management who realize that the success of the business depends on the good will of all the employees who are working with the same motives and aspirations that impel their own actions. At these meetings refreshments are served and it is probably around the social cup of "Clark's coffee served with pure cream" that greatest gain is made. The policy of the company to urge workers to go after the job ahead is emphasized over and over again and speakers from outside whose interests touch of the restaurant field, are asked to talk.

The company is also practicing something not general in the restaurant business and by bettering the cause of the employee is benefitting the public. Anyone in our employ over six months gets one week's vacation with pay in advance; over one year two weeks with pay in advance. Dishwashers fare the same as the manager of the company.

As the business has grown in leaps and bounds, R. D. Clark has felt the loss of personal contact with employees. When he managed his first restaurant he enjoyed the personal contact he had with his help and knew the value of it to his business. Now he tries to make it known to all employees that an appointment can always be made to see him and his honest advice received

whether it is a question of treatment by an immediate superior or a personal matter.

In order to continue the feeling of unity that the smaller organization permitted, we hung a bulletin board in every department and store, in a location where it may be readily seen by all employees. Headed "Clark Chatter," this bulletin gives weekly gossip and personal items about our employees and happenings in the different stores and departments. It is our plan never to allow what might be termed propaganda to monopolize the space, but, in the manner of the newspaper, to publish what our readers want to read. Incidentally, the announcement that John Smith at No. Blank Store has been complimented on the arrangement of the salads not only gives John the sense that his efforts are noticed and appreciated but, at the same time, Mary Jones, who has this work in another store, is spurred on to excel in her salad arrangement. It is sometimes pathetic to see how much pleasure a personal item will give. One of our pantry girls was mentioned as having traveled extensively (she had been with the Pullman Company), and, when that week's posting was taken down, she asked if she might have a copy to "put away," as she said, "with her certificate."

This bulletin board may, in time, grow into a house organ, which will carry the same kind of weekly items and pictures. But, even if a house organ is adopted, our bulletin board will probably be continued, as, somehow, kodak pictures and typewritten announcements retain a personal touch which the printed sheet loses. Under each bulletin board an "idea box" invites suggestions. If they are adopted, a cash prize is awarded.

With the opening of every new lunch room, Mr. G. S. Burrows, the head of our Construction Department, has discovered an improvement or two over the previous one, and, when it comes to perfection of detail, Mr. Burrows is a master. It is interesting to note that, under his plan, the last turn of the screw in the Clark Restaurant building leaves the line in the screw head at right angles to the floor, and the work of the man or woman whose job it is to keep things polished is lessened by this forethought in what is, of course, an extremely small detail. His department, which is thoroughly acquainted with every bit of equipment used, is ready at almost a moment's call—day or night—to be on the job for repairs, and weekly inspections are made in every store, so that upkeep of all equipment is maintained.

Daily sanitary inspection of all our eating places is made by Mr. A. H. Thornby, who, in addition to supervising the store managers, has an eye out for any failure to carry out orders relating to arrangements that have to do with clean handling of food. Each kitchen and store-room is sprayed daily—a precaution against vermin of any sort. Mr. Thornby makes special monthly inspections and rates the stores, after carefully examining every bit of physical equipment and observing the general appearance of all employees. The inspectors for the city of Cleveland have given our seven stores an average of 99 per cent, with four of the six places a rating of 100 per cent.

Our advertising department is in its infancy. Our stores are always crowded, so that our advertising is being undertaken, not only because it will tend to capital-

ize the public's good will, but because, in Mr. Clark's opinion, it is desirable from the point of view of his customers. When the writer discussed the possibility of taking up this work, Mr. Clark emphasized the fact that it was his plan only to advertise when he was satisfied that promises made could actually be fulfilled. "If we talk about serving the best berries on the market, we're going to be sure where we are going to buy them. If we talk about cleanliness and sanitation, we're going to know it is here. If we mention courtesy of service, we are going to be reasonably certain that we have the kind of an organization to insure courtesy and interest on the part of our employees." The argument that advertising is a means toward holding a concern to its high standards is another motive back of our advertising plans.

From the very beginning of my connection with the company, I have been impressed by the enthusiasm which every employee has for "Clark's." One man told me that he didn't know, but he guessed "Clark's" was his religion, and the spirit, as I have observed it, is the same all the way through. If you asked R. D. Clark, who has the knack of inspiring the folks who work with him, how he caught the vision that success would come along the path he is going he would probably tell you that he read an article once about the ideas we hear about on Sundays being practiced on Mondays and the other five days in the week, and that this gave him his "hunch." We who are working with him agree that the article may have been inspiring, but that perhaps its chief value to him was that it summarized the principles which, during a number of years in the restaurant business, he had found worked.

Clark's lunch counters aim to provide the good, wholesome food, the excellent coffee and the quick service which people expect of first class lunch rooms. In addition to these more obvious requirements, we are studying the other things that customers appreciate; and, while we have by no means achieved our ideals, we hope that the same reputation which Clark's coffee and Clark's quality food now enjoys will extend to the less tangible things, which can only come from a spirit of real co-operation between our management and our employees, who will be working as one, so that the public's confidence in Clark's cannot be misplaced.

Coffee - Your Best Friend If Treated Right

By W. S. QUINBY

Address Before the Waldorf System, Inc.,
Managers and Employees

Of all the articles which make up the menu of a hotel or restaurant, coffee is probably the least understood. We draw this conclusion from our experience for the last fifteen or twenty years, most of which time has been devoted to the study of how to draw a good cup of coffee.

If there is any one thing on the menu that is easy for the kitchen or serving counter to produce it is a cup of good coffee. The process of making coffee is the simplest of all cooking and here, I suppose, is where the party responsible for the making of the coffee fails. It is so simple that they become careless, and once their standard has been lowered each added bit of carelessness drops the quality of the product still lower, and hence it is so many reputable lunchrooms, restaurants and hotels set before their guests unnecessarily an apology for a cup of coffee.

In our endeavors to get what belongs to us out of the coffee, we have learnt many things and I am very glad of the opportunity to lay before you as briefly as I can the result of our experiences and endeavors. There are two fundamentals in the making of coffee, which if they can be impressed on your mind so that you can never forget them, so that they will be

subconscious knowledge, you will have the sure foundation for a cup of good coffee.

They are called in the chemical world caffeine and tannic acid. Commonly we speak of them as flavor and bitterness. Of these two constituents we want all of the flavor and very little of the bitterness. To illustrate, we will say there is 40 per cent bitterness and 20 per cent flavor in coffee. Now wanting as we do all of the flavor and mighty little of the bitterness, we must control the situation by correct making, and here is a controlling fact in the action of these two constituents—a fact very rarely known by most of those connected with our kitchens and many connected with the coffee business. Bitterness or tannin will release at any temperature of water—cold or hot. Flavor or caffeine will not release unless your water is at boiling, or very, very close to boiling point, and at 212 degrees or the boiling point, you get the perfect release. Another fact—tannin is lazy, it releases slowly. Caffeine is a lively chap and quick in movement.

Now think these controlling facts over and you will see that the process of making coffee is a quick process, but it also must be an exact process if you want exact results. Every action in making coffee must be guided by the two facts I have quoted. Water must be boiling, galloping on and through the grounds, extracting the flavor as it goes by and leaving the tannin behind. You cannot leave all the tannin behind, for during the time it takes to get the caffeine, even though it does release quickly, you will get some tannin and you will get all you want. In the first pouring you do not get all of the flavor, so consequently once more while the water is still

near the boiling point, put it through again, extracting the rest of the flavor and in the two processes getting only a little—just a trace—of tannin, and you have a perfect cup of coffee. Let it ripen or assimilate 15 minutes and serve. That is all there is to making coffee.

It is mighty simple, but vary a hair from the fundamentals and you go wrong in the process of making. It needs the quick, close attention of the trained attendant, not a skilled chef, but just as close sticking to the rule as the most delicate operation in your kitchen.

Below I give you a chemical analysis of two cups of coffee—one made as it is so often—with just water and coffee—in which careless process there are forty things that will extract the tannin, that bitter flavor which is sometimes called strength, but which is really just a weak bitterness, and leave behind that delicate flavor that we all enjoy.

Properly Made

Caffeine, per cup.....	2.222 grains
Tannin, per cup.....	29 grains

Improperly Made

Caffeine, per cup.....	1.75 grains
Tannin, per cup.....	2.35 grains

Vital Don'ts

Don't fail to see that your urn is cleaned daily.

Don't fail to see that no water leaks into your urn from jacket.

Don't fail to keep urn and all utensils hot at all times.

Don't let your leach bag get sour.

Don't fail to make sure water is boiling.

Don't use old water.

Don't by any means fail to turn liquid coffee over sufficiently.

Don't continue to leach your coffee after you have got all its flavor. You will only get undesirable tannin.

Don't let your leach bag stay in coffee too long.

Don't use coarse ground coffee.

Don't fail to be exact in your measurement of water.

Don't fail to be exact in your measurement of dry coffee.

Don't fail to be exact in your measurement of cream.

Don't serve coffee for fifteen minutes after it is fully made; let it get ripe.

Don't serve coffee several hours old.

Don't make new coffee on top of old.

Don't draw coffee in cold cups.

Don't use new dry coffee before old lot is cleaned up.

Don't try to get percentage by cutting down quality of cream.

If you have several stations and one makes good coffee why shouldn't all?

Don't decide your trouble lies in the coffee until you have with your own eyes made sure instructions are faithfully carried out. Then again read these rules carefully.

Please note that in the right way we get much caffeine or flavor and almost no tannin or bitterness.

In the other way we get very much, too large a percentage of tannin or bitterness, which being the stronger simply smothers the flavor and gives us a dead, bitter, flavorless, worthless cup of coffee. The above are chemically proven facts.

Now, undoubtedly, you see the importance of keeping the above two fundamentals as your guiding beacons. Never forget them for an instant, for as sure as you do, you get off your course.

Boiling, bubbling, galloping water is the thing which gets what we want if we act quickly and do not let old tannin escape instead of flavor by other little ways such as starting with your urn cool, so that when we put our coffee back for the pour over it is cool and so takes out tannin and not flavor, or our measure is cool and so cools off the liquid, or our cups are cold and flavor dies and bitterness remains. Same with pots, and in fact every single thing, from water to spoons, must be piping hot, right up to the guest, if you want a perfect cup of coffee.

Now how to maintain this standard is important. In the best regulated establishments here is the policy which produces a fine cup of coffee. The man responsible for the kitchen knows, and knows thoroughly. He has an assistant, and he, in turn, a second assistant, and they are kept in training by occasionally having first one and then the other make the coffee, and say an early lunch or early making for dinner, and the others look on and criticize, and so the force is kept well grounded in the fundamentals and the entire force become interested in how to make good coffee.

My observations of twenty years lead me to say that in this matter of coffee making I would be very exacting, for of all things, even in well regulated kitchens, the making of coffee is so often neglected and left to the ordinary helper that the establishment that draws a good cup of coffee certainly has a handicap over the great majority. Of all things that go on the table a delicious cup of coffee is one of the things that makes a lasting and come-back impression. Is not this come-back-again impression worth taking the little trouble necessary to have thoroughly ground into your kitchen organization the simple rules necessary in making good coffee?

The following suggestions are the result in brief detail of our practical experience in handling coffee in many establishments.

There is but one best method of making coffee. Use a reasonably fine ground coffee and the standard leaching urn. Pressure urns and other patented methods have never yet produced results equal to the method I mentioned above. As a rule, they extract too much tannin rather than getting a perfect balance of coffee properties. Methods of making coffee advertised to get strength with the use of less quantity result in an excess of tannin and lack of flavor. Our experience tells us that a gallon of water cannot be turned into properly flavored coffee with less than eight ounces of dry coffee. Do not be fooled into thinking you can use less and get the proper amount of flavor. It is not there to be had.

Below are a few simple rules:

For hotel and cafe use:

Use in the proportion of ten to twelve ounces per gallon for breakfast according to strength desired. Twelve for lunch and for after dinner fourteen to sixteen.

For restaurant:

Use in proportion of eight to nine ounces per gallon, except when making one or two gallons at one making, when at least ten ounces per gallon should be used. Measure carefully your water and weigh your coffee. Pour your water through until the liquid shows a deep blood red. Make fresh coffee at frequent intervals.

New urns must be well boiled out with coffee before using to eliminate the taste of leads from the joints. Keep the urn clean including the faucets which gather grease fast. Scald and scour thoroughly once each day. Positively do not allow water in the jacket to leak into the urn. Look into the urn each day before making coffee to see that no water has leaked in over night.

Keep the water in the jacket of the urn at all times near the boiling point. No coffee will hold its flavor 10 minutes if allowed to get cool and all coffee is ruined if allowed to cool and is then warmed up.

The urn and all utensils must be hot as hades from start to finish. Urns with siphon attachments should be tested by gallon measure occasionally.

The leach bag must be kept clean and sweet. Wash in clean cold water and never in warm or hot water. Keep it in cold sweet water. Muddy coffee is caused by the grounds getting into the coffee either by bubbling over the top of the bag and working under the ring or the mesh of the bag being too coarse. A fine mesh bag is one remedy; a double bag better. If the coffee starts

to bubble over, stir quickly with a big spoon to let the air out. Never use cold water to stop it.

Remove the leach bag and coffee grounds fifteen minutes after coffee has been made.

Water must be boiling at a gallop. Too much importance cannot be placed upon the kind of water used in making coffee. The following directions are vital and should be closely adhered to.

Use fresh water. Boil hard and use at once.

Don't use water out of jacket or from under urn.

Water becomes dead or stale even in a tight hot water turn and must be kept fresh, by drawing all the water out of the urn every night.

The following per cent fat is recommended in your cream:

20 per cent cream for coffee made 8 ounces to gallon.

25 per cent cream for coffee made 9 to 10 ounces to gallon.

30 per cent cream for coffee made 12 ounces to gallon.

Fresh cream is necessary—not just sweet, but fresh.

You will be surprised if you will note how differently coffee will show when served with very fresh cream or when the cream is near sour or sour or chilled.

Have your cream tested for fat occasionally.

The Lunch Room - A Winner in Hotels

If the writer had predicted ten years ago, or even five years ago, that high grade hotels soon would be feeding a large proportion of their guests through popular priced lunch rooms, he probably would have been considered visionary.

Yet, this is exactly what many of the leading hotels of the country are doing today. More will be doing it tomorrow. It is a great big man-sized idea that has just begun to show what it can do in the way of increasing hotel profits. A well equipped and properly operated lunch room, selling food at popular prices, can yield a bigger net profit than almost any other department of the hotel—profit that would not go to the hotel at all did it not have the lunch room.

This is one of the many miracles that are being worked out in modern business. Its tremendous possibilities and unexpected success are making the old-school hotel man realize that he is missing something worth while by pinning his faith to yesterday's standard of doing things.

Many a mighty change is being wrought out in catering to the great law of supply and demand these days. Only twenty years ago we could read in the magazines about the wonderful "horseless carriages" that could be seen in the streets of Paris. We raised our eyebrows just at trifle and then dismissed the subject with the thought that maybe here was an invention that

could be worked down to the cold standards of practicality—sometime. Well, that “sometime” arrived on wings. It is here. And now almost anybody can have an automobile.

The desire to be “shown” is just as potent among hotel men as anybody else. Hence, when it was announced that the Palmer House and the Great Northern Hotel of Chicago and many other leading hotels of the country were putting in lunch counters, it didn’t seem just right to them. But they began looking into it and it proved itself the first time. Now, like the automobile, the hotel lunch room proposition is here to stay. There is an economic reason behind all this, and this reason is that the hotel man has found out that he can make money out of the desire of his patrons to save money. If anyone were to take the room count of a hotel at any time and then find out exactly what percentage of the patrons were being fed in the hotel dining room and cafe, they would find the average under twenty-five per cent.

Today the cost of living has mounted so high that people are being forced to look for every opportunity to economize. This is the very proposition that enables Mr. Woolworth, Mr. Kresge and others to pull down enormous fortunes out of selling merchandise for nickels and dimes. People won’t buy trash, particularly in food, but when they find they can satisfy their hunger in a perfectly satisfactory manner for a half or a third less than they have been paying, they are more than glad to do so.

The hotel man is finding out that it does not pay to create business for other people to gain a profit from.

It has too often been his experience that his guests go outside to eat. This loss easily can become serious enough to take all the cream off the profit that the regular hotel cafe and dining room might yield. And the average hotel proprietor is a good enough business man to analyze the thing and to admit that many of his patrons are absolutely correct in their attitude. To many a traveling man who has to spend \$2.50 to \$3.00 for a room the problem of eating and yet remaining within the limitations of his expense bill is decidedly burdensome. If he has to pay \$1.00 to \$2.00 for a meal, he runs up a bill that his house is likely to complain about. It is no wonder that this man has been lured away from the hotel by a cafeteria or a lunch room. If he can get an opportunity to satisfy his hunger for 50 cents to 60 cents, it is the most natural thing in the world for him to do so. But when he can get even better service at the hotel and make the same saving it is about a hundred to one proposition that he will stay in the hotel for his eating.

The same thing holds good in the case of the average tourist. Most people travel on limited allowances. They want to make their money go as far as possible. They may not mind buying a good dinner and paying real money for it, but they most likely would want breakfast and lunch at moderate prices. The result is that they are likely to go outside the hotel to a lunch room or cafeteria. But if the hotel can give them the same or better service, of course they are going to stay in the hotel.

Hotel men have seen this condition for some time. But they have hesitated to establish popular priced lunch

rooms for fear that such action would detract from their dignity and their standing as high class establishments.

But they have found that the exact opposite is the case. They have found that a popular priced lunch room can be operated by a high grade hotel on the same high plane that characterizes all the other activities of the establishment. This does not mean that the service is so complete or the equipments so elaborate, but there need not be the slightest suspicion of cheapness. Everything can be high grade—higher grade than in the average independent lunch room.

And, best of all, they have found that the proposition actually pays them a fancy profit. One hundred per cent gross profit is not at all an unusual figure for a hotel lunch room.

The profit is fancy because the lunch room gives an additional outlet for the products of the hotel kitchen, and thus eliminating all waste. It keeps the trade that naturally belongs in the hotel and draws in other trade from the street, thus increasing the hotel's business in ways that would be denied it under the usual plan of doing business.

No hotel man need fear that the establishment of a modern lunch room in his place is going to cause him to lose any of his dining room or cafe patronage. There are many hotel guests who will not eat in a popular priced lunch room under any circumstances, when the higher grade service of a hotel dining room is available. They are perfectly willing and able to pay, and they demand the superior service. Hence, the establishment of a lunch room is not going to detract in any appreciable degree from the dining room's business.

Here is the way for the hotel man to size the thing up to himself:

"I am running a first class hotel. I pride myself on having my standards up to a high mark. My rooms are good and well furnished. My guests are satisfied with the service they receive. So far as the renting of rooms is concerned, I am doing well enough, but I am not selling all my guests all they would be willing to buy from me if I had it to sell. A certain portion of them want high class dining room service and are willing to pay for it. For these I am operating my present cafe and dining room. But to many others the dining room does not appeal, because they want to eat less expensively. How am I going to interest these people and cause them to spend their money with me rather than go outside? If I establish a high grade popular priced lunch room, will it lessen the dignity of my establishment? I rather think not, because the same excellent standard can be maintained in this as in the other departments of my hotel.

"I have rooms at various prices. So why should I not have table service at various prices? But if I do establish this lunch room at no loss of prestige and standing, will I not lose money through having a lot of my present patrons desert the dining room and eat in the lunch room? I think I need have no fear about this, because a certain number of people always will eat in the dining room anyway if they have the opportunity. If I do lose an occasional customer from the cafe or dining room I will gain many more for the lunch room. Anyway, if the lunch room will pay a fancy profit, every dollar that I gain from that source will have one hundred cents in it just the same as the dollar yielded by the

dining room. But how about the lunch room patrons? Will the high quality of my hotel and my dining room be so reflected in the lunch room that they will be impressed and see that they are getting more for their money than they could get from outside lunch rooms? I think it extremely likely that they would. People who know from experience or otherwise about the high class cooking in hotels would feel assured that in patronizing the lunch room operated under the same management, they will get the same quality of foods. And so the whole proposition, I guess, simmers down to the question of whether I do or do not want the additional profit from my guests and others that I may just as well have. There is no doubt at all that I want this profit, and that I need it. I think I can get it. And so I am going after it."

All this is purely logical reasoning; the same kind of reasoning that has led many other hotel men to establish lunch rooms and will lead many more to do so.

At least two other considerations contribute to the growing popularity of the hotel lunch room. One is the growing tendency of hotel men to change their establishments from the American to the European plan. Whatever advantages the European plan may have, it undeniably makes it easy for the guest to go outside the hotel for his meals if he chooses. This creates a problem which can be met by the establishment of a lunch room as above described.

It is not at all a difficult thing for the average up-to-date hotel man to see the truth of the situation as I have just outlined it. But he may hesitate on account of the idea that such an addition would cause a large increase in his overhead expense. Not so. His outlay

would be for the additional equipment required. And it is really amazing how far a little money will go in this particular. Practically no addition in the kitchen force is necessary to provide the additional food required in the lunch room. And it is also surprising how little additional food is required.

Any experienced hotel man will readily appreciate that a lunch room offers opportunities to dispose of any excess food, which may have been cooked for his regular cafe or dining room. He will also recognize that he has the advantage of already having a completely fitted kitchen in which to prepare the foods for the lunch room other than short orders, and this can be done with practically no extra help, thus reducing his lunch room overhead very materially as well as his kitchen overhead.

How shall a hotel man go about it to equip himself along these lines?

There are three distinct classes of lunch rooms in use. First, the lunch counter; second, the dairy lunch, and third, the cafeteria. Each one requires its own special equipment.

For the lunch counter, if the room permits, a horse-shoe counter is best. The most attractive that can be made is an all-glass exterior and top substantially held by an all-metal frame, the front to be trimmed in nickel-silver or baked enamel, representing mahogany, oak, walnut, or verde-antique bronze. The rear should be supplied with metal drawers and marble shelves. Top should be at least one inch in thickness and of glass ground on one side and polished on the other to make an absolutely even top. This makes an absolutely germ

proof and roach proof construction, which will last for years and keep its attractive appearance.

Going with this should be porcelain base stools with mahogany or oak seats and a solid nickel-silver foot rail resting on floor. In the center of the room, either open or enclosed, should be a long center display stand of the same construction as the front of the counter, with open white glass shelves underneath and above, making a tier of five or six in all. Where the law requires, this may be enclosed with sliding doors on both sides to prevent flies from coming in contact with the food. There also should be a combination cream cabinet and water cooler, so arranged that cans of milk and packing cans of ice cream may be properly refrigerated, and this ice may be used to cool butter set on chips in a series of drawers and also to cool the drinking water.

Next to this there should be a cup warmer with a large battery of urns. All these fixtures should be made of white porcelain enamel on steel plates in nickel-silver frames, and you will have an equipment which will last for years and always look well. If space permits, glass top tables should be set around the edge of the room outside the counter. Service here should be given at counter prices. Around the walls plenty of coat racks should be furnished. The most practical is the double-bar type which holds the hat on top and to which hooks are fastened for holding coats.

The walls should be tiled to a height of 7 feet and the floor covered with mosaic tile.

This description represents the highest class of equipment that can be furnished. This may be varied, from a counter with glass top on down to a wooden

counter with glass, or as expense demands, a porcelain top or a wooden counter with polished wood top.

The next two classes of restaurants, dairy lunch and cafeteria, belong to the serve-self class and the menus are more limited.

The dairy lunch generally offers the same things every day. There is usually a short counter some 20 or 22 feet in length extending across the short end of the room, back of which is a short-order kitchen supplied with short-order range, ice box and dishwashing pantry. Directly in front of this against the wall, are two cream cabinets, one on either side of a cup warmer holding a battery of urns. The counter proper is built at least 42 inches high by 36 inches wide, and has a low steam table directly in the center. On top of the counter are enclosed display shelves leaving an open serving space between. In the center of this space should be an insulated ice pan where salads, crushed fruits, etc., may be displayed. The back wall should be supplied with plenty of shelves for cut pies and for display purposes of all sorts. In the center of the room is a stand stocked with sugar, relishes, napkins, etc. There should also be a water cooler, which will give an unlimited supply of ice water, with a series of tumbler racks at the side. The customer uses the dairy lunch or arm chair for his table. This is the type of restaurant which has made J. A. Whitcomb, originator of the Baltimore Dairy Lunch, John R. Thompson and Charles Weeghman famous all over the country, and if properly operated is always a big paying proposition.

The cafeteria differs from the dairy lunch in having a larger counter and much larger menu, and using tables

with either linen covers or bare glass tops and restaurant chairs for the customers. In the construction of the cafeteria counter, the same ideas should be considered that the retail merchant makes use of in his display windows. Have plenty of space and shelving. Wherever it is possible, put in a back counter from 12 to 24 inches wide with a series of shelves and keep these continually covered with food products of all sorts, both in original and broken packages, arranged in tempting array. In arrangement of the counter, leave ample space for the patrons to pass, thus doing away with the Indian file idea that causes so much delay. It is desirable to place upon the counter preceding the steam table an attractive assortment of salads and cold meats. If these are brought into prominence first, many people will make a selection from them who would not otherwise do so.

There should always be plenty of signs showing the departments into which the counter has been divided. Each department should have complete equipment. Ice pans sunk level with the counter with insulated sides pay for themselves many times a month. A separate warmer for breads should be supplied. The steam table should be ample for a large menu. Ice cream and milk should be served from cream cabinets sunk in the counter. Wherever possible, puddings, sauces and pastry should be placed on elevated shelves ready for the customer to take.

On the back counter there should be a large short-order box for keeping supplies for the salad pans and auxiliary cream and milk cabinets. It is best to have the urn stand set at right angles to the length of the counter. This stand, in addition to the three-piece battery, should

be supplied with a hot chocolate urn and cream urn. Such a counter may be made to take care of 600 to 700 people per hour.

There is nothing superior to the all-glass construction in appearance or durability. Next would come a white porcelain nickel-silver trimmed front with glass top. Marble is not desirable as it stains. If wood panel construction is used, it is necessary to insulate carefully in front of steam tables and refrigerators, or they are likely to warp and give way.

The whole proposition is practical and workable. The necessary investment is reasonable. The overhead, figured in connection with the hotel is low. The profits are fancy.

We are indebted to the engineers of Albert Pick & Company for this chapter.

The Inside Secrets of a Lunch Room Success

By KURT HEPPE

The restaurant was turned over to a new manager. And, well, it should be.

The restaurant had been losing money.

It was situated on an upper floor, and catered only to cheap trade.

The manager's job it was to reduce the expenses, and increase the income. How could that be done?

After careful analysis it was found that the reason for poor patronage was poor food.

Low quality, and material carelessly prepared, had created a prejudice.

To overcome this, the manager had to increase the loss, at first. He increased the crew, raised the quality, accelerated the service, speeded the dishing and improved the cooking.

The prejudice had been so pronounced that it was necessary to practically give food away in order to attract trade.

But after patrons were coming, the expense account was trimmed as follows:

All necessary supplies were bought short. That means, there was bought just a little less than was actually necessary, so that the chef, on overlooking his supplies, involuntarily exclaimed: "How in Hades am I going to get along today?"

It is a trait of human nature, that people, when given plenty, will dig in.

Bread, which had been a four-inch loaf, was changed to a three and a half-inch loaf. This little trick remained unnoticed by the patrons, and yet it saved the house a large sum. The sandwich portion was thereby reduced a quarter ounce in meat, and the waste bread, which formerly had been crowding the boxes, was now conspicuous by its absence.

But not only that, the loaf, thus reduced, cost $13\frac{1}{2}$ cents, instead of eighteen, and for the difference, six dozen crullers were bought. The bread bill remained the same, but a new source of income had been created. Thirty-six orders of crullers, means fifty-four dollars a month. The saving on sandwiches amounted to a further thirty dollars a month.

The meat rations, which had been all the way from three and a half to four ounces, were reduced to a strict three ounces. An ounce scale was bought, and every once in a while, when a portion seemed big, it was put on the scale, and the chef's eye-measure corrected.

Home-made pies were done away with, and store pies put on. Daily saving: two dollars and seventy-five cents.

Sugar was rationed in paper envelopes. This was possible, as there was a shortage at the time. No kicks were heard. Saving: sixty cents a day.

Fresh vegetables were replaced by canned. Saving: fifty dollars a month, plus one man who had been employed in preparing and washing them. This meant an additional saving of seventy-five dollars.

Cooking butter was replaced by margarine; saving: one dollar and twenty cents a day.

Fresh eggs, in the kitchen, were replaced by storage; saving: one dollar sixty a day.

Through the introduction of a steamer, gas was saved to the extent of twelve dollars a month.

At night, when the rougher element was patronizing the restaurant, linen napkins were replaced by paper. Saving: thirty dollars a month.

In accordance with the steady rise of commodity prices, the rates were also increased.

All expensive materials were entirely excluded. For instance, was maple syrup barred, and Karo enlisted.

Expensive groceries were replaced by government products, sold by the city, saving: fifty dollars a month.

A premium was paid the garbage man for the return of silverware. Besides this, groceries were sold to the employees with a small margin of profit, which added good will to a small gain. Result: fifteen dollars a month.

Of course, one must understand, that a restaurant man is not a sorcerer, and cannot grab money from the air. Savings can only be effected through small marginal transactions, such as those above described.

In a restaurant it is necessary for the manager to closely supervise the cutting of pies and bread. An employee, will favor the patrons, and will cut seven portions where the manager would get eight.

To meats the same thing applies.

It is of great importance whether all steaks weigh uniformly.

The steak trimmings can be used for stews.

Slicing machines for cold meats and cheese are economical.

All portions should be cut to weight.

Recipes, in an indexed book, on the chef's desk, with quantities defined, will make quality always uniform.

This also makes close cost-accounting possible.

Where an experienced meat-cutter is not available, the manager or one of his assistants should study the art of trimming. In the afternoon, during slack hours, the butcher will undoubtedly be willing to send one of his men to give necessary guidance.

The supply houses can also often give valuable suggestions.

The vegetable dealer should, every once in a while, be called, the same as the butcher, to explain defects of merchandise. This will give them to understand that they are closely watched.

The quotation sheets of the different dealers should be compared with one another for, while ordinarily the prices are about the same, once in a while it happens that one dealer has access to markets, which makes it possible for him to sell under the market.

There are many standards, grades and measures in the commission business. When buying things one must closely inquire about the weight, the quality, the purpose and the keeping characteristics of the merchandise. Only close observation and supervision make controlling possible.

Keeping store-rooms and ice-boxes locked, and back doors securely closed, is a necessary precaution.

Employees can munch more between meals than can be sold in a rush, and when they pick, they choose the best.

Buying in small quantities is a virtue. The more there is the more will be used.

Most patrons can not tell whether margarine or butter is used in cooking. They do not know whether fresh or storage eggs are employed. Most patrons cannot distinguish between home-made and good store pies. They do not realize the value of home-made breads, and to few the difference between whole-grain products and denatured is unknown.

To increase trade one must have a few good meats, good bakery goods, good coffee.

These are the things the average man can tell. But the finer arts are completely lost upon him.

Restaurants are not in business for their health. They want to make money.

In order to beat competition they have to give the patron what he wants. And what he wants is quantity and low price.

With prevailing costs one must save at the bung-hole, and disregard conscientious scruples.

Until the patron appreciates purity and is willing to pay for it, so long one must be satisfied to give him what he wants. And what he wants is: Quantity and low prices!

The Future of the Business

By KENNETH HOOVER

In a restaurant the guest-check indicates the class of patrons. If the average can be raised, a different class can be induced to patronize the business. When it becomes desirable to so change the crowd, one must be cautious in one's methods.

In such a case it is economically—just, to retain the undesirables until a newcomer for every old-timer has been secured.

Inasmuch as it is the high-check patron who makes a restaurant profitable, it must be the restaurant man's concern to attract that sort of trade.

This was done in New York by appealing to the scientific side of human nature. One caterer made his stand on scientific foods. He had little booklets printed, wherein he endeavored to prove that foods cure. He argued that a milk-egg-vegetable diet is the most rational for man. He explained the great influence which food has upon the health of the body.

The booklets cost only a cent apiece. But they made people talk about the restaurant. Patrons were wont to take the booklets to their office and start discussions on the veracity of the restaurant man's claim. This induced others to frequent the place. They came to find whether the booklets were a bluff or whether there really was a man who had made a study of the dietetic qualities of food.

And with this he won them over. He demonstrated that he cooked by standards and by science.

His vegetables were steamed; they did not come in contact with water; consequently they retained all their mineral salts.

His spinach was clean, not sandy; furthermore, it was juicy and appetizing; not dried-out, or overcooked, or tasteless, or half cold.

He took especial care that all food was served perfectly hot and in proper condition. He did not leave the matter in the hands of hirelings. He did not permit the preparation of huge quantities of food, which were then kept on the range to be served during the rush. He engaged sufficient help to prepare the food, freshly cooked, as it was needed on the counter.

He used only butter, salt and pepper in his steam-cooked vegetables. He had little suggestion-menus for those who wished to live upon a vegetarian diet. While he himself was not a vegetarian, and not riding the moral side of the question, he agreed with dietitians, that city people, who do not do any hard muscular work, should live upon a milk-egg-vegetable diet.

And for this purpose he had special dishes made, which contained, in one platter, an entire vegetarian dinner. There were stewed fruits, nuts, raisins, figs and dates, a glass of milk, whole wheat bread, a plenty of fresh butter, and every day three different vegetables with one poached egg.

This bill did not require special preparation, but went along with the rest of the dinner. All he installed was a high-pressure steamer. He derived the benefit

that the meat-eaters also obtained their vegetables properly cooked.

There is a vast difference between steam-cooked and water-cooked vegetables. A difference so vast that even the layman must admit that here is the solution of an age-old problem.

Inveterate cooks, old-timers, those who greet with derision every innovation, have been found to admit that the steam-cooker is a triumph of modern restaurant science.

While at first loath to use it, they freely confess, after a trial, that the steam-cooker is a time and labor saver. It is an all-around kitchen assistant. No longer is it necessary to have the range encumbered with all kinds of pots. The vegetables are prepared and put into the baskets and kept in the icebox until they are needed. Then they are pushed into the steamer. The valve is opened and the baskets are out of sight. They stay so until, when ready, they are extracted. The perfectly cooked vegetables are put on the serving table and the savory food is dispensed to the patrons of the place.

Scientific restaurant-cooking is gradually taking the place of old and indifferent methods. It makes catering easy. And it puts money in the bank. Would it pay the lunch-room or cafeteria to cater on a basis of standards?

Every progress is worth consideration.

Did you ever give a thought to the possibilities of the catering business?

The catering business has a greater educational opportunity than the moving picture industry. Only, the average restaurant man cannot see it. If restaurant men

were as far-sighted as moving picture promoters they would not permit another industry to take the butter from their bread.

What is nearer to a human stomach? A picture or a meal? Would a man rather go to a theater or miss his dinner?

The answer is easy!

Then why not make your stand on the educational side of the catering industry?

Why not try to show people that they can live to be a hundred by eating in your place?

Why not explain that they can save the doctor's bills, and ruin the drug store by becoming frequenters of your business?

Everything in this world depends upon the viewpoint. Take the stand that the restaurant business is the leading industry, and that, if it has not yet reached the apex of achievement, you are going to lead it.

Show your compatriots how to beat competition. Adopt new methods! Assume an optimistic attitude! There are vast possibilities. The future is immense.

Turning a Failure Into a Success

By FREDERICK J. BURNETT

"There they go, there they go, the first lot of 'em, a hundred or so, all hungry, and only five come in here," snarled Penner, as he took Rush's quarter and dropped two nickels in the change dish, keeping an eye meanwhile on the passing throng.

He had spoken his thought without meaning to. The people from the office building next door who went by every day without ever coming in to see what his neat cafeteria lunch room was like exasperated him beyond measure.

"I wish somebody'd tell me why nearly the whole bunch of those fellers from the bank building goes by here day after day to lunch somewhere else, when they can't get any better for the money than I'd give 'em, and ain't like to get anywhere near as good," he continued, when he realized he had thought aloud.

"Ever ask 'em in?" inquired Rush, as he pocketed his change.

"Ask 'em in?" flared Penner, stepping out of the cashier's desk to make room for the usual occupant, who came from the back of the room chewing a toothpick. "Don't I open one of the cleanest and best lunch rooms in town, right under their nose? What more'd you have me do, go out on the walk and buttonhole 'em, like the runner for a cheap John clothing joint, or bark 'em in like a side-show sharp?"

"There are different ways of buttonholing and barking," laughed Rush, looking up from the Perfectos in the show case that he had been regarding wistfully. "Come over here in the corner, Jud, you can spare a few minutes before the noon crowd comes.

"You've heard about the man in the Good Book, Jud, who got up a great feed and then had to send his cohorts out into the highways and hedges to make 'em come in and eat?" asked Rush, when they had moved over by the window.

"I used to go to Sunday school," Penner growled.

"Well, people are very much like that yet, only more so. They don't go such an awful lot where they're not asked, whether it's a wedding or a—restaurant. To have a good proposition isn't enough, you've got to tell 'em about it, and ask 'em to come."

Penner shrugged his shoulders and continued to look out of the window. It seemed to him he was doing all that could be expected when he served as good food at as reasonable prices as he did.

"Those fellows from your skyscraper neighbor went by here because they've gotten in the habit of going somewhere else. Most of 'em went where they did yesterday, and the day before and all last week. They'll keep on going by, if you don't get after 'em. Your problem is to change their habits, to get 'em in the habit of coming in here. You need an advertising manager, Jud, to get after 'em proper."

"An advertising manager? Think I'm a department store or a cracker trust?"

"Oh, I don't mean you need a whole one. You can get a sandwich without having to buy a whole ham."

"I don't follow you."

"If you need a few hours of an ad man's time you don't have to hire him by the year, any more than you need to keep a salaried lawyer to get what legal advice you need.

"Look here, Jud, I've quit my job and gone into that line. I'm sort of an attorney and counsellor at advertising and I want you for a client. This job appeals to me. I want to show you how to make that crowd come in instead of go by. Your busy time is about now. I'll be back at three or four."

It was noon and more people were coming in for lunch; not as many as Penner would like. He wanted a crowd that would justify leasing the room next door that was to be vacant soon. He was a man short that day and there were enough so he had to lend a hand here and there caring for them, but at no time were all the tables and all the broad-armed chairs filled.

At half-past three Rush was back with some sheets of paper, and they sat down together in one corner of the room, now empty of customers save a messenger boy and a chauffeur, whose car stood out in front.

"I've engaged myself as your advertising manager, beginning today, on the ham sandwich basis," announced Rush.

"Have, eh? How much you goin' to pay yourself?" grunted Penner, dropping into one of the broad-armed chairs.

"I won't send in any bill for services until we see how things are coming, and I won't ask more than you think I earn. I'm just beginning in this line and scoring will mean as much to me as to you. Whatever I charge

for the first two weeks I'll take out in eats; you can give me a line of credit at the cashier's desk and we'll settle accounts later, so my charges won't bother you much.

"Now, the first thing for you to do is to lay for the crowd in the skyscraper. You're more convenient for them and are the natural place for them to go. There are several classes of people in that building who must lunch somewhere; one of 'em is the clerks and small fellows whose appetites are bigger than their incomes, who want to satisfy their hunger for what they can afford to pay and yet like to go where it's decently clean. I know something about that class. They hate to be handed a thin, dried up piece of pie or a stack of wheats smaller than they expected. It means they spend more than they meant to or go away not quite satisfied."

"We don't do that here."

"I know it; you're good to that sort and they're about the biggest class—in numbers. Then there are the business women, who care for neatness and don't like to go to a strictly men's lunch room—like to know they won't be the only women there. Say we get after these two classes first. There are others, but you don't want more of a crowd than you can handle. Get 'em coming gradually, then you can know what to figure on. Pretty soon you'll want more room."

Penner thought of the room next door. He had decided long ago where he would have the connecting openings.

"Here's a dummy," exclaimed Rush, spreading out one of his papers, "for the first crowd."

"Lunch for a hungry man who does not want to waste his time or money.

"Everything on this bill of fare is strictly first class, the portions are larger and they taste better than you would expect for the price.

"We make our own pies and they are thicker and better than you ever found anywhere else.

"Today, for Ten Cents, for 15 Cents, for 20 Cents, for 25 Cents.

"Penner's Lunch, one door east of the.....
Bank Building.

"Get-acquainted coupon. This coupon will be accepted today, February 12, 19....., one from a customer, as five cents on any check, at Penner's Lunch."

"You want to put in here," he indicated the blank spaces following the two prices, "what you are going to serve tomorrow, your bill of fare; that is, every dish that is ten to twenty-five cents, which about takes everything. Have this printed according to directions I've written on it. Get 'em right off, and tomorrow, about ten, have 'em distributed through every floor in every office in the bank building. Have one of your men in one of those white jackets with a red P do it. Be sure the jacket is absolutely clean and the man has a fresh shave and is spruced up so he's a good ad for the place. If your cashier'd do it, maybe that would be better.

"Have the bills put on the desks of the clerks, rather than the higher-ups; they come later; this is for the clerks."

Rush rattled this off like a rapid-fire gun, but Penner managed to follow him with the aid of the dummy handbill, which he was slowly digesting.

"Say, Tommy," he demurred, at the first pause. "I don't know about this givin' everybody five cents on top of the printing and all."

"Don't shy at the free sample, Jud," Rush cautioned, "that's a great card. All the breakfast food fellows have given away five-cent samples for the prospect of smaller orders per than you're bidding for. You're giving it with a sale, and it's five cents worth of eats, not five cents in cash. Most of those who bring in the coupons will spend just as much as they would, anyway; the coupon will mean something extra. Most of 'em will be new customers and the bills will bring in some new ones who won't bother with the coupon. It's all in one day, and if you can't afford to give five cents in trade to get a new customer into the room, your scheme of business wants reorganizing. You could afford to give away a few full lunches to get 'em coming here."

"All right, Tommy, let her go," Penner assented, rather helplessly.

"Now for the girls," and Rush produced another sheet of paper, which read:

"Did you ever lunch at Penner's?

"We make a special effort to please the ladies.

"Everything we serve is prepared as daintily as if it came from your mother's kitchen.

"No annoying waits. You can lunch in comfort and have more than half your lunch hour for shopping.

"We will have today some particularly appetizing hot roast beef sandwiches and some of our extra thick lemon pie—real lemons.

"It would afford us great pleasure to serve you this noon.

"Penner's Lunch, next door east of the.....
Bank Building."

"This is to be printed on a square card, correspondence card style, according to these directions." He indicated some memorandum on the sheet. "When the handbills are distributed have whoever does it give one of the cards to every woman he sees at work in the building. Give 'em the handbills, too, or leave enough so anyone who wants a coupon can get one.

"This won't bring the whole building, but it will make a dent. Those who come and are satisfied will likely come again next day and bring others. This starts the ball rolling, starts 'em comin' in instead of goin' by.

"Now, for Wednesday, get up another bill with a different bill of fare on the same plan. Start it like this:" Rush unfolded another sheet of paper, which read:

"A better lunch for the price than you can get elsewhere.

"That is what we mean to give you.

"Our long experience and our wait-on-yourself plan enables us to do this.

"If you accepted our invitation yesterday we hope you were satisfied and will come again today.

"If you did not lunch with us yesterday, will you not come today and see what a satisfying lunch we can give you at a reasonable price?"

Then insert your bill of fare, after the fashion of the first one, and add this coupon."

The coupon read:

"Get Acquainted Coupon No. 2.

"Today, February 13th, from eleven until two, this coupon is good for a cup of coffee on any check. One from a customer. Penner's Lunch. Next door east ofBank Building."

Penner did not demur at the second free sample. He was beginning to see a light. He told Rush to go ahead, regardless of the speed limit.

They found a printer who would get the work out that afternoon, and the next morning it was ready to distribute. About ten o'clock two men in white jackets with a red P on them, and white caps, left the bills and cards in every room in the big building. Then they made the place ready for an extra and critical crowd and waited for half-past eleven, when the first lunchers in any number were let out.

As near as he could figure, Penner thought he got about half of those he knew came out of the skyscraper, instead of the few that had come the day before, and the proportion kept up when the noon and one o'clock relays came out. There were many women among them and for once people had to stand a few minutes until places were vacant, which brought joy to Penner's heart. A great many of the coupons came, more than he had expected, but there were more new faces than coupons.

After two the place was re-arranged and more seats provided. Rush came in while this was going on and they held a brief council of war during which he produced another dummy.

"This is to be printed on a card," he explained, "business card size. They are to be handed to people as they leave. The cashier can hand them out when checks

are paid, or when you have a boy opening the door he can give them out."

The copy read:

"Thank you. Your patronage is appreciated and we hope you will come again.

"We trust you found both food and service entirely satisfactory. If not, you will confer a favor by telling us what was amiss.

"Please remember that we serve breakfast and dinner, as well as lunch, and are ready to feed the hungry at any time. Penner's. Next door to.....
Bank Building."

"This will give 'em a hunch to come here for breakfast and dinner also. It's principally to get after the fellows who rent a room and take their meals anywhere. But it will please 'most anyone to be thanked and asked to come again."

Every day Rush brought in copy for a new handbill to be distributed in the bank building, giving some reason why people should go to Penner's, always combined with the noonday bill of fare, and always different. Every day he got up a new card to be handed to customers expressing pleasure at their presence and saying a few words to make them want to come again, like:

"Tomorrow morning we will serve real buckwheat cakes with pure maple syrup—the kind with the old-fashioned taste. There will be some country sausage, too."

Or:

"Hens are laying again. How would you like some eggs, fresh from the farm, for breakfast tomorrow? We will have them."

Or:

"There are some fine turkeys roasting for dinner tonight, with oyster stuffing."

If there were any more handbills than were used in the bank building, they were distributed in other nearby buildings; if there were any thank you cards left, they were saved a few days, or given to those who were known to be new customers. The same card was never handed to the same person on succeeding days.

"You see, Jud," Rush would say, "people will respond to suggestions regarding what they eat. Your menus are kicking about their desks when they begin to think about lunch. They decide what they want and think about it, some of 'em, till you couldn't keep 'em away with a club. You keep suggesting things they hadn't thought of, or things of which they are especially fond, and make 'em hungry for some."

Before the store next door was vacant Penner knew he needed it, and the lease was signed. As soon as he got possession and the connecting arches were made, Rush unfolded a further plan.

"We'll get after the higher-ups now, the roll-top desk ones," he announced. "They are open to suggestion, as well as the smaller fry, but of a different kind. They don't care so much what they spend if what they get is good and worth the price. We want to make them see that they can save a lot of time by coming here and get as good eats as anywhere. We want to tell them if they spend all the time they can spare for lunch eating and none waiting, the more leisurely eating will help digestion—lots of the higher-ups have to think of their digestions. Then we want to think of appetizing, satis-

fying, digestible dishes and play strong on them."

Some cards were prepared with these ends in view and left on the roll-top desks, and again the results was highly satisfactory.

People began to comment to Penner on his advertising and he was able to send more than one client to Rush.

The advertising field had been considerably extended now and handbills and cards were distributed in other of the nearer office buildings, the result of which was that from half-past eleven until nearly two everyone at Penner's was on the jump.

One day Penner suggested to Rush that he needed the boys who were distributing the literature for other work, and that, as things were coming their way pretty well, they might stop the advertising.

"Not on your life, Jud!" Rush warned him. "If it's worth while advertising to get business, it's worth while keeping it up to hold what you've got. Your plant isn't doing all it can yet?"

"Oh, not quite, I suppose, but we're pretty busy three times a day," replied Penner.

"How about the middle of the morning and the late afternoon?"

"Nobody wants to eat then."

"How about the women down street shopping."

"Ain't they a little out of my line?"

"Nothing's out of your line that you want and can get. Go for them. We'll tell them how much a refreshing cup of tea or chocolate or bouillon, with some toast or muffins and a salad will do to make a shopping expedition less exhausting, or brace them up after the

matinee. You're handy to the shopping district and the theatres, you ought to catch quite a crowd. I'll get up copy for stuff to send by mail—you can get addresses from the Woman's Club register and the Blue Book. Then we'll run some ads in the papers. There won't be waste circulation for that, all the women in town are possible customers; where they live won't matter. You ought to keep the place busy all day with the right sort of copy and the right sort of food. Besides what I've mentioned, have whole wheat wafers and rusks, and Charlotte Russes and such like, and in warmer weather fruit salads and gelatine things."

"Gee!" Penner explaimed, "and I thought it was time to quit advertising. You'll have me renting upstairs next."

"The time to stop advertising, Jud, is when you don't want any more business."

"But can we get 'em to come here?"

"With a good proposition—you have that—and proper advertising—I'll give you that—you can get people to go anywhere. That's a combination that always wins."

Poor Ventilation Kills Appetites

By G. C. BREIDERT

A well known owner of a number of large profitable restaurants stated in answer to a question about his policies—"Poor ventilation and an uninviting atmosphere kills any appetite—never let a patron come in with a 75 cent appetite and walk out with only a 15 cent meal ticket."

In this remark can be seen actual "profits" dwindling away because of false economy. The "buying public" no longer is attracted by bargain prices alone. If the conditions under which a shopper must buy are not comfortable, then the attraction of "bargain prices" is not sufficient to undergo a hardship to gain thereby. This unquestionably is true with people who patronize restaurants and cafes. It is hard to conceive of anything that is more resented than those greasy fumes and cooking odors which permeate throughout a restaurant where proper ventilation is lacking.

Many people perhaps are forced to dine in these conditions. This is due to the lack of restaurant competition. Notwithstanding the "upper hand" position many restaurant owners enjoy, they nevertheless are face to face with a lower revenue than might be enjoyed by creating an inviting and appetizing atmosphere. This is obviously so, according to the statement in the opening paragraph.

Where competition prevails, the restaurant offering the best food at consistent prices served in an atmosphere that is inviting and appetizing, usually attracts the bulk of patronage. Appetizing food, modern furnishings and good service, however, count for nothing if the air in a dining room is contaminated with greasy fumes and conglomeration of cooking odors.

It is human nature the world over to frequent the restaurant or cafe which provides the utmost in comfort for its patrons. Costly decorations and over zealousness alone are not conducive to permanent and profitable success. Nothing is more inviting and adds more zest to a meal than pure fresh air — free from odors which might change an appetite. It is more desirable to pay less for fancy fixtures and decorations (very often this is overdone), which saving could be more profitably applied towards the cost of a good ventilating system. An effective system does not necessarily mean that the cost is beyond means. On the contrary many locations of kitchens are ideal for proper and economical systems.

The matter of patrons' comfort, of course, should be foremost in the minds of restaurant operators. There are, however, several other factors which make ventilation a necessity rather than is erroneously supposed,— a secondary consideration. Numerated they are as follows:

1. Poor ventilation spoils foodstuffs.
2. Excessive heat increases ice box bills.
3. Heat and lack of ventilation is irritating and lowers the efficiency of kitchen help.
4. Greasy fumes spoil decorations.

Take these points up in their consecutive order. In the first instance—"poor ventilation spoils foodstuffs." By this is meant that any prevailing odors and foul air have a very penetrating effect. Hence butter, eggs and pastry often have an unnatural taste. In addition to this, fresh meats and vegetables will decay more rapidly when

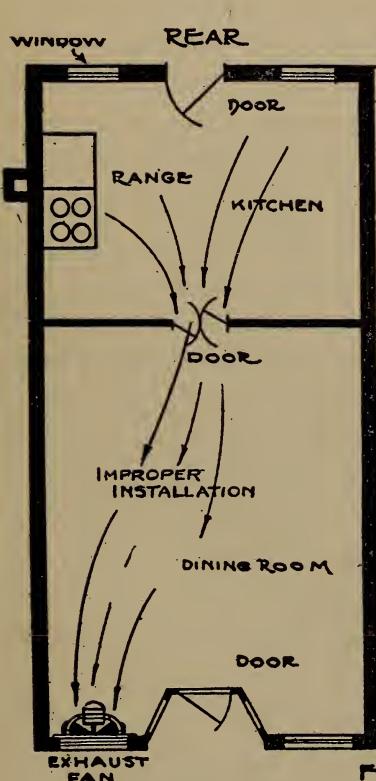


Fig. 1

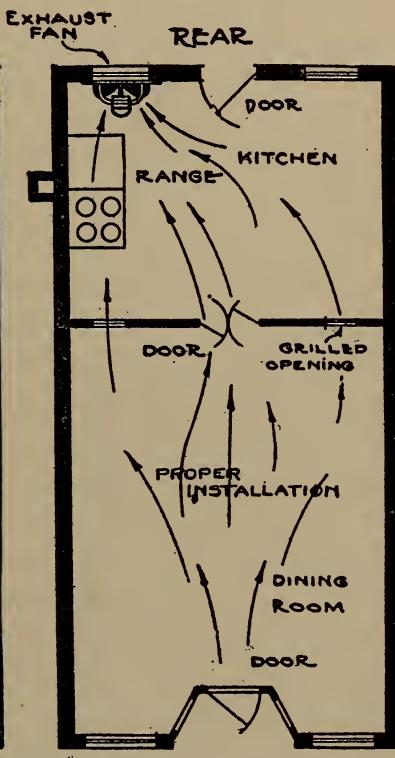


Fig. 2

exposed to high temperatures naturally existing in a kitchen. This condition, of course, is present every day and is preventable.

The second point—"excessive heat increases ice box bills"—is one that confronts most restaurant owners. It is easily recognized that an ice box exposed to high temperature will melt more ice than one situated in a cooler atmosphere. The saving of ice, of course, is a matter that is not insignificant.

The third point is one that is to be considered seriously. The question of "labor" today is most perplexing. Help is scarce and inexperienced. Even without considering this present day situation—it is a physical impossibility to work hour after hour in a space where high temperature prevails without becoming irritable and nervous. Naturally then, help thusly affected cannot perform their duty harmoniously. Mr. Bruce Addington in his industrial research work found that the vitality of a human being rapidly decreases hourly where there is a lack of fresh air.

In the fourth point we again can see where an actual saving is to be gained by installing a ventilating system. When greasy fumes are not exhausted from the kitchen they permeate everywhere, leaving a film of grease to which dust and dirt clings thickly and solidly. A well ventilated room is usually entirely free from dust, etc., consequently it is not necessary to redecorate often, wherein lies a big saving.

When you speak of ventilation, most restaurant and cafe owners associate it with "hot weather," or a requirement for mid-summer. This is absolutely incorrect. True, the conditions mentioned are intensified, however, they are not obliterated or anything near so during other seasons of the year. In other words the

need of correct ventilation is always necessary for the many good reasons mentioned.

In most cases, the cost of a proper system of ventilation is surprisingly low. Often failure to install a ventilating system by an established restaurant, makes it comparatively easy for a new owner to successfully compete for patronage.

There are two ways to secure ventilation, one by natural means, the other by mechanical operation. The former is seldom effective and depends entirely on weather conditions. The latter is rapidly being adopted everywhere. Mechanical ventilation may be accomplished with either exhaust fans or blowers.

The determining factor depends on location and layout of the kitchen. A most effective and economical system can be made by installing exhaust fans of the propeller type, large enough to change the air every two minutes. If it is impossible to install this type of fan so it can discharge directly outside, it will then be necessary to use a blower type. The latter may be connected up with a system of "duct work" which will convey the air to the roof or exterior where the kitchen odors will be undetected. In "figure one" is shown a propeller fan installed in a window. In this case the kitchen odors and heat are discharged directly outdoors. A fan of this type should always be placed directly over, or as near to the range as possible so that it will exhaust the elements before they have a chance to circulate elsewhere. "Figure two" is a typical blower installation in connection with a hood over the range. In this case the air is discharged through a duct up to the roof.

Owners sometimes make a mistake by installing the fan in the front of the dining room. Naturally the odors in the kitchen would be pulled from the rear to the front. While the air would actually be changed, it, however, would not be of a fresh nature, as the kitchen is not a source of fresh air supply. The correct way as will be noted is to install the fan in the kitchen as near to the source of evil as possible as indicated in the sketch.

As an illustration, a kitchen is 25 feet wide, 20 feet long and 14 feet high, contains 7000 cubic feet of air space. In order to change the air in this room every "two minutes" it would require a fan with a capacity of 3500 cubic feet per minute. To arrive at this, all that is necessary is to first find what the cubic foot space of the room to be ventilated is. Then divide this by two, which gives you the capacity of a fan necessary to change the air every two minutes.

Dining room ventilation is usually figured on a "five minute" air change basis. By proper ventilation in the kitchen it is not necessary to ventilate the dining room separately, only in cases where the kitchen is located on another floor or in some other part of the building.

Today any local electrical supply store or sheet metal shop is prepared to install ventilating equipment. They are in close touch with manufacturers of ventilating apparatus and are regularly installing ventilating systems which are actually of great benefit and proving to be a mighty profitable investment.

Correct ventilation is not at all costly, on the contrary it is cheap compared with the added revenue it will create. Don't make the fatal mistake of "over" decorating—put some of this money into equipment which will make your restaurant or cafe the most desirable eating place. Camouflaging lasts but a short time while good machinery remains a permanent paying investment.

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